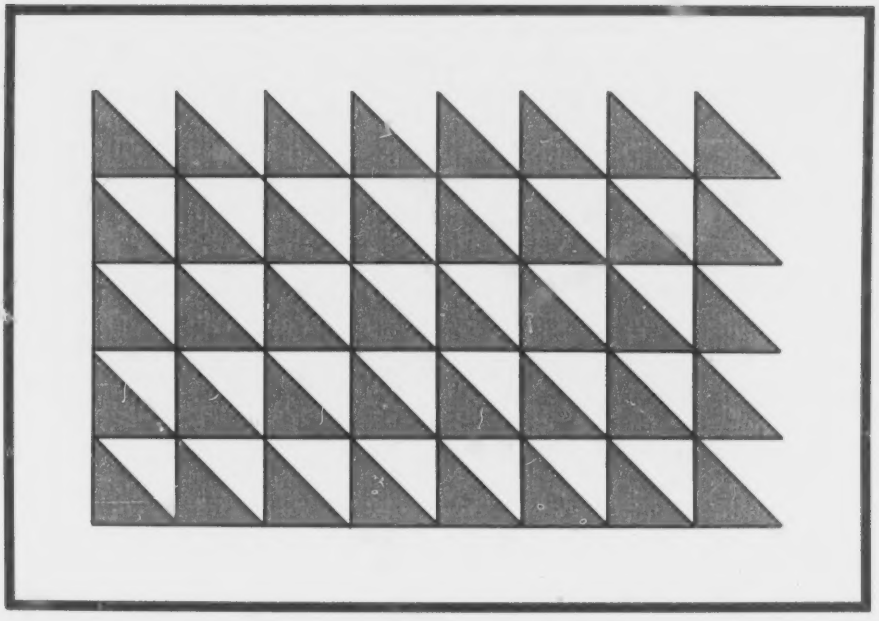
-A0175-24 2RY

1984

AMS Guide to Management Compensation



Salary and benefit information for management personnel in the United States and Canada

114 cities 3,039 companies 49,064 employees

Twelfth Annual
Guide To Management Compensation

Salary and Benefit Information
for Management Personnel
in the
United States and Canada

Copyright 1984 by the
ADMINISTRATIVE MANAGEMENT SOCIETY
No portion of the contents of this booklet may be
reprinted without the written permission of the
Administrative Management Society
Willow Grove, PA 19090
Printed in U.S.A.

Price – Members $60 Non-Members $90
(Price Subject To Change)

AMS Management Information Committee

Objectives:
To provide up-to-date information on various aspects of management through survey activities and to disseminate this data through appropriate society committees and members; and to make this information available to other professional organizations, managers and educators.

The AMS salary survey data shall reveal trends and the going job rate for comparable jobs in the business community. This does not include starting hire rates or salary ranges.

Chairperson:
Richard C. Thornton
RTI, Management Consultant
379 Hancock Road
Warminster, PA 18974
(Philadelphia Chapter)

Co-Chairperson:
George Weber
Deloitte, Haskins & Sells
1114 Ave. of the Americas
New York, NY 10036
(New York Chapter)

Louise Beebe-Thornton
McNeil Pharmaceuticals
Spring House, PA 19477
(Philadelphia Chapter)

Deborah Bianco
Deloitte, Haskins & Sells
1114 Ave. of the Americas
New York, NY 10036
(New York Chapter)

Michael Bongiorno
Pennsylvania Blue Shield
1600 Center Street
Camp Hill, PA 17011
(Harrisburg Area Chapter)

Charles N. Creamer
IBM Canada, Ltd.
245 Consumers - DT058
Willowdale, ON M2J 1S2
(Toronto Chapter)

Kenneth L. Kessler
Blue Cross of Greater Philadelphia
1333 Chestnut Street
Philadelphia, PA 19107
(Philadelphia Chapter)

Robert Paynter, C.A.M.
The Coca-Cola Co.
P.O. Drawer 1734
Atlanta, GA 30301
(Atlanta Chapter)

AMS STAFF
Manager of Surveys
Doris M. Graff-Latham

Introduction

Recognizing the need for current, reliable salary and benefit information for management personnel, the AMS Management Information Committee is pleased to present the findings of the Twelfth Annual AMS Salary Survey of twenty key, exempt "benchmark" positions found in most companies in the United States and Canada.

The survey is made possible through the cooperation of the vast network of AMS chapters throughout the United States and Canada. Input has been provided by numerous member and non-member participants in the areas of local AMS chapters.

This report gives annual base compensation in effect on September 16, 1983 for each of the twenty positions in the survey. It presents salary data for 49,064 management employees in 3,039 companies in 114 cities.

Data includes the weighted average for annual salaries paid, number of employees reported in the survey and number of companies reporting and also the three quartile rates: first, third, and the median.

The three quartile rates are a good indication of the frequency distribution in the upper and lower range. See the "Guide to Use of Survey Data" for details on the development of these figures.

Corollary information highlights the latest trends in company policies on hours of work, paid vacations and holidays, and sick leave pay granted to management personnel.

Data outlines benefits and compensation programs provided to these employees, as well as policies in payment of various insurance plans. A summary is given on pension plans and how they are structured and funded.

The 1984 *Guide to Management Compensation* correlates overall salary and benefit information and is sent without charge to all participating member and non-member companies.

All AMS chapters participating in this survey are provided with detailed salary data and benefit information for publication of a local salary survey report. In many chapters these local reports are available and include detailed salary information by type of business. For further information, contact AMS International Headquarters in Willow Grove, Pennsylvania, to inquire about these reports.

We welcome your comments regarding the format of this survey, the positions included, and other suggestions that will make the guide a more effective management tool for determining fair, competitive salaries, personnel policies and benefits for your employees.

Map of AMS Chapters in United States and Canada

Contents

AMS Management Information Committee 2
Introduction 3
Guide to Use of Survey Data 6-7
Position Titles and Descriptions 8-9
Personnel Policies 10
Policies on Benefit and Compensation Programs 11
Policies on Pension Plans 12
Policies on Salary Increases 13
Survey Highlights 14
International Salary Figures – United States and Canada 15
U.S. Regional Salary Figures 16-17
Summary of Salary Levels for Management Positions in the U.S. 18-19
Total U.S. – Salaries by Type of Business 20
Eastern U.S. – Salaries by Type of Business 21
East Central U.S. – Salaries by Type of Business 22
West Central U.S. – Salaries by Type of Business 23
Southern U.S. – Salaries by Type of Business 24
Western U.S. – Salaries by Type of Business 25
Wage and Salary Conversion Chart 44

Akron-Canton, OH 31
Anderson, SC 37
Atlanta, GA 37
Bakersfield, CA 41
Baltimore, MD 37
Battle Creek-Kala, MI 31
Birmingham, AL 37
Bismarck-Mandan, ND 34
Boise, ID 41
Boston, MA 27
Brantford, ON 26
Buffalo, NY 27
Calgary, AB 26
Cedar Rapids, IA 34
Central Wisconsin 34
Charlotte, NC 37
Chattanooga, TN 37
Chicago, IL 31
Cincinnati, OH 32
Cleveland, OH 32
Colorado Springs, CO 41
Columbus, OH 32
Concord, NH 27
Dallas, TX 37
Dayton, OH 32
Delaware, DE 28
Des Moines, IA 34
Detroit Area, MI 32
Duluth Area, MN 34
East Tennessee 38
Edmonton, AB 26
El Paso, TX 41
Eugene, OR 41
Evansville, IN 32
Fargo-Moorhead, ND 35
Finger Lakes, NY[1] 28
Fort Wayne, IN 33
Fort Worth, TX 38
Grand Valley, ON[2] 26
Greater Bridgeport, CT[3] 28
Greater Knoxville, TN 38
Greater Orlando, FL 38
Greensboro, NC 38
Greenville, SC 38
Hamilton, ON 26
Harrisburg Area, PA 28
Hartford, CT 28
Houston, TX 39
Indianapolis, IN 33
Jacksonville, FL 39
Kansas City, MO 35
Lancaster, PA 28
Lansing, MI 33
Lehigh Valley, PA 29
Lexington, KY 39
Lincoln, NE 35
Little Rock, AR 39
Los Angeles, CA 41
Madison, WI 35
Metropolitan New Jersey[4] 29
Mid-Missouri 35
Milwaukee, WI 35
Minneapolis-St. Paul, MN 35
Montgomery County, PA[5] 29
Nashville, TN 39
New York, NY 29
North/West Chicago, IL[6] 33
Oakland-East Bay, CA 41
Oklahoma City, OK 39
Omaha, NE 36
Peoria, IL 33
Philadelphia, PA 29
Phoenix AZ 42
Pittsburgh, PA 29
Portland, ME 29
Portland, OR 42
Providence, RI 30
Quad Cities[7] 36
Reading, PA 30
Regina, SK 26
Research Triangle, NC[8] 39
Richmond, VA 40
Roanoke, VA 40
Rochester, NY 30
Rockford, IL 33
St. Louis, MO 36
Salem Area, OR 42
Salt Lake City, UT 42
San Antonio, TX 40
San Francisco, CA 42
San Jose, CA 42
Seattle, WA 43
Southern Connecticut[9] 30
Southern Minnesota 36
Spokane, WA 43
Stockton, CA 43
Syracuse, NY 30
Tacoma, WA 43
Toledo Area, OH 33
Topeka, KS 36
Toronto, ON 27
Triple Cities, NY[10] 30
Tulsa, OK 40
Vancouver, BC 27
Victoria, BC 27
Washington, DC 40
Westchester, NY 31
Western Massachusetts 31
West Michigan[11] 34
Wichita, KS 36
Winnipeg, MB 27
Winston-Salem, NC 40
Worcester, MA 31
York, PA 31

1 Union Springs, Naples, Manchester, Newark, Geneva, Auburn, Canandaigua
2 Kitchener
3 Bridgeport, Shelton, Trumbull, New Haven, Fairfield, Stamford, Norwalk, Westport
4 Newark, East Orange, Summit, Clifton, Elizabeth, Morristown, NJ
5 Norristown, Ambler, King of Prussia, Harleysville
6 Des Plaines, Schaumburg, Deerfield, Oak Brook, Elmhurst
7 Davenport, IA, Moline, E. Moline, Rock Island, IL
8 Raleigh, Durham, Henderson
9 Stamford, Old Greenwich, Wilton, Danbury, Darien, CT
10 Binghamton, Endicott, Vestal, NY
11 Grand Rapids, Big Rapids, Wyoming, Muskegon, Zeeland, MI

Guide To Use of Survey Data

We are pleased to present the results of the twelfth annual survey of salaries of management personnel. This survey has been developed to provide AMS members and non-members with reliable, exempt salary and fringe benefit information covering the management spectrum but excluding top management.

SCOPE OF THE SURVEY

This survey covers 20 carefully selected exempt management positions that are representative "benchmark" jobs in all types of business. (Fifteen are general administrative positions and five are plant or factory related.) The effective date of this survey is September 16, 1983. Please note that the annual base compensation for the 20 management positions is reported in thousands of dollars.

TYPES OF BUSINESS

All types of business are represented in the survey, including: 1) Manufacturing/Processing; 2) Banking/Insurance/Financial; 3) Retail/Wholesale Distribution; 4) Utilities; 5) All others – Governmental, Education, Medical, Employment, etc.

COROLLARY INFORMATION

The corollary information specifically identifies up-to-date personnel policies and practices. Data are given on hours of work, paid holidays, vacations, and company policies relating to group life insurance, hospitalization, major medical, dependent health care coverage, optical care and other benefits.

GEOGRAPHIC REGIONS

Annual base compensation is reported for all types of business for most major cities and for seven geographic regions – Total United States; Eastern United States; East Central United States; Western United States; West Central United States; Southern United States; and Canada. As an additional service to users of this Guide, a breakdown of salaries by type of business for the United States and the five regions in the United States is included.

VALIDITY OF FIGURES

Although rates were computed for all data reported, it should be recognized that small samples cannot produce meaningful mathematical measures. An audit procedure has been initiated to delete samples that are not statistically sound. This information has been accumulated in the computer and is included in national and regional figures for Total United States and the five regions in the United States, and Canada

EXPLANATION OF STATISTICS

This report contains four rates for annual base salaries including the average, the first, second and third quartiles, plus the number of companies reporting and the number of employees reported for each position. The four rates are explained as follows:

Average (Arithmetic Mean) – in computing the average (arithmetic mean) for each position, the total number of employees reported for each salary is multiplied by the salary. The results of each of these calculations are totaled and divided by the number of employees whose salaries are reported for the position.

Quartiles – A quartile is not an average – it is a measure of a position in a distribution. It is an actual salary at the particular quartile position. In certain distributions, there may not be a person's salary at the quartile dividing point, in which case interpolation and rounding are used to provide a whole dollar figure.

As contrasted to averages, quartiles are not affected by the high frequency of salaries at the extremes, either at the high or low end of a distribution. Because of this characteristic, quartiles present highly acceptable figures in salary surveys where position categories are subject to personal interpretation.

First Quartile – This is the actual annual salary paid the employee whose salary is more than one quarter and less than three quarters of all the employees reported for the position.

Median – Second Quartile – This is the actual annual salary of the middle employee in the distribution. Half of the employees reported earn more; the other half earn less. In a perfectly balanced distribution, the median salary will be the same figure as the average (arithmetic mean).

Generally speaking, when a substantial number of salaries are reported for a position and they have been placed in the correct classification (close conformance to position description), these two figures, the median and average, will be close.

Third Quartile – This is the actual annual salary paid the employee whose salary is more than three quarters of all the employees reported for the position.

The salaries at the First and Third Quartile show the limits of the middle 50% of employees reported. Some refer to the spread between these salaries as an "effective salary range" for the position because the salaries at the extremes are disregarded.

APPLYING THE INFORMATION

Salary surveys must be used with great caution. You are urged to review the content of each position description before making salary comparisons with the positions in your company. Do not be misled by position titles.

As mentioned previously, although rates were computed for all data presented, it should be recognized that small samples cannot produce meaningful mathematical measures. Therefore in printing the annual base compensation, salary data for less than two companies or three employees has been deleted. This data has been accumulated in the regional and national totals.

The position descriptions used in the questionnaire are basic. They were developed to enable respondents to include employees with similar duties. You should not expect the salaries in your company to be the same as the survey figures. Other factors should be considered when making comparisons of figures. These include fringe benefits and other alternate methods used to provide management personnel with equitable compensation.

POSITION TITLES & DESCRIPTIONS

A ACCOUNTING MANAGER – Supervises the maintenance of the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Supervises the preparation of periodic tax returns and determines that government tax regulations are being adhered to. Follows up on special accounting assignments and coordinates accounting functions with data processing. Assures standard accounting procedures are adhered to and supervises the maintenance of the accounting and voucher file.

B AUDITING MANAGER – Supervises audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops procedures to verify the existence of recorded assets and inclusiveness of recorded liabilities, and assures that income has been properly accounted for and expenses are proper and substantiated. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C COST ACCOUNTING MANAGER – Devises cost-accounting systems and processes and supervises the compilations of information to determine and record costs by department, division, cost centers, product and other groupings. Devises classifications for labor, material, expenses and other items for computing costs of new products or services. Analyzes costs appearing out of line with previous records. From available cost information, prepares reports, including manufacturing budgets, plant financial statements, operating control reports and variations from standard cost and reasons thereof. Develops and improves methods of calculating and controlling costs.

D PAYROLL MANAGER – Supervises payroll functions, including the computation of required and voluntary deductions; preparation and verifications of payrolls; maintenance of payroll records and reports; preparation of various reports for federal, state and local government agencies and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements. Responsible for preparation of other compensation payments, for constant surveillance of changing payroll, tax and reporting procedures and planning work schedules.

E CREDIT & COLLECTION MANAGER – Manages credit and collection activities. Establishes procedures for investigating, granting and controlling credit, and collecting accounts due. Determines credit limits and recommends working capital required to finance accounts receivable and to provide reserves for bad debts. Supervises mailing of collection letters and attempts to collect delinquent accounts personally or through an attorney or agency. Investigates new customers credit ratings, arranges term of payment and aids in obtaining financial assistance. Represents company in bankruptcy actions. Supervises maintenance of accounts receivable ledger and adjustment of claims. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

F PERSONNEL DIRECTOR – Provides human resources for a company and directs the personnel program. Develops and administers policies and carries out personnel objectives and programs. Supervises employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, employee benefits and personnel surveys. Participates in labor relations functions, including counseling, resolving grievances and negotiations, insures understanding of and compliance with governmental regulations covering employees. Maintains contact with community representatives and participates in quasi-business/community affairs. May be responsible for health and medical services, safety and employee recreation programs.

G EMPLOYMENT MANAGER – Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Creates and designs new employment programs and methods to attain recruiting objectives. Directs recruitment functions by determining employment needs, placing advertisements, developing recruiting schedules and assigning interviewing and selection functions to staff. Maintains favorable relationship with college placement officials, high school guidance counsellors, business executives and promotes other sources of applicants through personal contacts. Identifies labor market and wage and salary trends which adversely affect the company's competitive position in attracting employees. Evaluates exit interviews, reviews records for unemployment compensation and periodic employment statistics.

H CUSTOMER SERVICE MANAGER – Directs the product service department and establishes policy and guidelines in responding to requests for service and the handling of customer complaints. Trains department staff to respond positively to customers with varying degree of objections, criticisms and hostility. Determines cases which can be handled directly and those to be referred to superior. Assures that adequate information about products and services rendered is available. Provides procedures and standards for use in making decisions on service charges and writing off charges within company's allowable limits. Observes customer handling techniques and reviews procedures to provide maximum good will from transactions. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

I WORD PROCESSING MANAGER – Responsible for directing the overall operation of a word processing center, including the guidance of supervisors, personnel administration, staff requirements, user liaison, and evaluation, design and implementation of future wp systems. Also is responsible for budgets, overall production reports, and coordination of services with administrative support. May also manage the operation of photocopying, printing, mailing or graphics services.

J COMPENSATION MANAGER – Administers wage and salary plans for exempt and non-exempt personnel. Follows company pay philosophy in establishing pay procedures and approving salary adjustments. Devises new plans of compensation. Observes impact of trends in cost-of-living, area differential and wage negotiations on rate structures and ranges. Conducts wage and salary surveys to obtain data to support changes in policy, practice and rates of pay. Approves salary changes within certain limits and submits others for management. Indoctrinates managers in wage and salary policies and procedures. Provides computer center with specifications and data to computerize pay data. Prepares payroll reports and complies with government wage and hour regulations. May be responsible for administering the employee benefit program.

K LEGAL ASSISTANT SERVICES MANAGER – Supervises paralegal services in a law department. Plans and coordinates paralegal services throughout the department to ensure judicious and effective use of resources. Selects, appraises and motivates legal assistant staff. Establishes training and education programs to orient new hires and to develop existing staff. Directs and evaluates the work of subordinate legal assistants. May be responsible for budgeting and controlling funds for paralegal services.

L BRANCH MANAGER – Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Delegates branch office functions to supervisors. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operations. Safeguards office funds, arranges for securities transactions with main office, and serves as fiscal agent in assigned area. Handles complex customer complaints, reviews accounting and fiscal reports, maintains local budget and cost control programs. Supervises training program in office and serves as local personnel representative at recruitment programs.

M SALES MANAGER – Plans and coordinates sales programs for maximum sales volume and profitability. Conducts sales promotion staff meetings for long and short-range sales events. Participates in meetings to select lines or items of merchandise to promote and develop timing methods of promotion. Sets up schedules for sales volume and follows up to assure participation of other departments. Works with advertising department in preparing advertisement for newspapers and other media. Maintains balance in promotion between sales force, advertising and other forms of publicity, display and presentation. Develops sales budgets and forecasts and prepares operating reports.

N MANAGER-ADMINISTRATIVE SERVICES – Supervises administrative services including typing, stenography, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Negotiates the purchase of office supplies and equipment and contracts for service of office equipment. Supervises receiving and shipping functions for administrative department. Controls interoffice messenger and communications units maintaining directories and telephone systems. Conducts special studies to determine equipment performance and costs and reviews new equipment with sales representatives. Coordinates with operating departments to establish new and modified existing systems for administrative services. Trains personnel to perform tasks and indoctrinates them on company policies and procedures. (Excludes positions with titles of Director or Vice-President.)

O MARKETING INFORMATION SYSTEMS MANAGER – Manages marketing information system activities. Chiefly concerned with analyzing sales records, trends, and market development potential. Prepares product line forecasts. Presents information relevant to marketing opportunities or problems. Supervises the collection of marketing information, entry of raw data in a computer file and interfaces with EDP personnel to achieve desired report format. Provides support to product management sales, and the strategic planning process.

P WAREHOUSE MANAGER – Supervises the receiving, storing and delivery of material, equipment, merchandise and supplies. Assures the effective use of facilities for storing and distributing raw material and finished goods inventories. Provides for inspection of incoming material against order and specifications and arranges for return of defective material. Plans and coordinates the transfer of material from the warehouse. Arranges for periodic and special inventories. Maintains current transportation rate schedules and selects carriers, providing the best service. Handles loading and routing of trucks, routine services and maintenance of trucks.

Q PLANT MANAGER – Directs the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans, maintains production schedules, quality, safety and cost standards, and maintains favorable labor relations. Supervises the allocation of material, manpower and equipment resources, identifying and reporting variances in efficiency, budget and indirect labor utilization. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions, company policies, establishes safety standards, and recommends or provides training courses. Prepares production, operating cost and budget reports.

R FOREMAN – Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet defined quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Checks production for below standard performance and takes corrective action. Assigns employees to jobs, instructs them in performance of work, and familiarizes them with company rules and regulations. Maintains discipline and recommends transfer or discharge of employees. Contacts plant operations to correct operating and manufacturing mechanical problems.

S GENERAL FOREMAN – Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Directs workforce including discipline and application of performance and task standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

T PURCHASING MANAGER – Directs the procurement of materials and supplies, selects reliable sources, approves purchase orders, controls prices and quality, and supervises purchasing personnel. Maintains contact with suppliers for information on factors affecting prices, availability and delivery of products. Locates and investigates potential supply sources, developing and maintaining favorable relations to secure maximum service. Supervises the negotiation of purchase contracts and develops schedules for delivery of products. Contacts production and engineering for development of new equipment, product specifications and the need for substitute materials. Visits vendors to investigate facilities, capacity and ability to meet quality requirements.

Personnel Policies

In addition to the salary data reported in this survey, information is given on various personnel policies and benefits provided to management personnel.

Survey findings show trends in benefits such as dental insurance, optical care, dependent health care coverage, annual physical examinations, stock options, profit sharing and thrift/savings plans.

The range of company supported plans reported in the survey varies widely. The tables on page 11 list the types of benefit plans which are most prevalent in the participating companies and company policies in coverage and payment of these benefits.

HOURS OF WORK – UNITED STATES AND CANADA

Company policies on hours of work for management personnel in the United States show that 63% of the management employees surveyed work 40 hours a week; 29% work less than 40 hours a week. Only 6% work more than 40 hours and 2% did not answer.

In Canada, policies are more liberal and the findings indicate that 75% of the exempt personnel work less than 40 hours a week; 22% work 40 hours, only 2% work over 40 and 1% did not reply.

PAID HOLIDAYS AND SICK LEAVE

Pay for time not worked is a benefit frequently overlooked by employees. The majority of the U.S. firms reporting grant employees nine paid holidays per year.

Canadian policies are liberal and respondents indicate the number of paid holidays granted to exempt personnel is 10 per year.

In both countries, paid sick leave policies are based on length of service. In the United States the paid sick leave ranges from four weeks after one year of service to nine weeks after 25 years of service; in Canada the range is five weeks after one year of service to 11 weeks after 25 years of service.

VACATIONS – UNITED STATES

Paid vacations are essential in the benefit package. The majority of the respondents in the United States grant management personnel one week paid vacation after six months of service and two weeks after one year of service. This year there is still a trend to granting three weeks paid vacation after five years of service rather than 10 years. Most U.S. firms give managers four weeks vacation after 15 years of service.

Seventy percent of the U.S. firms indicate that yearly vacation allotments cannot be accumulated; 26% report that vacation allotments can be accumulated; 4% gave no answer. When asked if employees are compensated for vacation allotments not used, 71% of the respondents said "no"; 26% said "yes"; 3% did not answer.

VACATIONS – CANADA

In Canada the majority of firms reporting indicate management employees receive one week of paid vacation after six months of service; two weeks after one year; three weeks after five years and four weeks after 10 years of service.

Seventy-seven percent of the Canadian firms report that yearly vacation allotment cannot be accumulated; 20% said vacation allotment can be accumulated; 3% did not reply.

To the question regarding payment for unused vacation time, 64% of the companies answered "no"; 34% answered "yes"; 2% gave no answer.

Policies on Benefit and Compensation Programs International and Regional

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
HOSPITALIZATION							
Paid by Company in Full	58	62	60	53	56	57	57
Paid by Employee in Full	1	0	0	1	0	0	4
Company/Employee Share Cost	36	33	36	42	39	36	25
No Response	5	5	4	4	5	7	14
SURGICAL BENEFITS							
Paid by Company in Full	57	60	59	52	54	57	51
Paid by Employee in Full	0	0	0	0	0	0	2
Company/Employee Share Cost	37	33	36	42	38	36	20
No Response	6	7	5	6	8	7	27
MAJOR MEDICAL							
Paid by Company in Full	56	59	59	52	56	56	62
Paid by Employee in Full	1	2	1	0	0	0	2
Company/Employee Share Cost	39	35	36	45	40	37	19
No Response	4	4	4	3	4	7	17
DENTAL INSURANCE							
Paid by Company in Full	36	37	38	33	29	44	55
Paid by Employee in Full	3	2	2	3	4	4	2
Company/Employee Share Cost	24	20	26	26	24	31	26
No Response	37	41	34	38	43	21	17
OPTICAL CARE							
Paid by Company in Full	9	7	10	5	7	15	30
Paid by Employee in Full	5	4	3	9	5	6	4
Company/Employee Share Cost	6	5	5	5	4	13	12
No Response	80	84	82	81	84	66	54
DEPENDENT HEALTH CARE COVERAGE							
Paid by Company in Full	30	35	38	26	19	28	50
Paid by Employee in Full	8	4	4	9	18	13	2
Company/Employee Share Cost	42	35	40	49	45	44	16
No Response	20	26	18	16	18	15	32
PHYSICAL EXAM (PERIODIC)							
Paid by Company in Full	23	25	24	21	22	18	32
Paid by Employee in Full	7	5	5	9	8	11	4
Company/Employee Share Cost	6	3	7	8	5	9	5
No Response	64	67	64	62	65	62	59

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
GROUP LIFE INSURANCE							
Paid by Company in Full	69	72	68	66	66	67	63
Paid by Employee in Full	2	2	2	3	3	3	1
Company/Employee Share Cost	24	19	26	27	27	23	32
No Response	5	7	4	4	4	7	4
ACCIDENTAL DEATH & DIS.							
Paid by Company in Full	59	66	62	56	53	53	60
Paid by Employee in Full	8	5	6	9	10	12	9
Company/Employee Share Cost	18	14	18	19	21	19	20
No Response	15	15	14	16	16	16	11
DEPENDENT LIFE INSURANCE							
Paid by Company in Full	9	8	7	10	9	12	17
Paid by Employee in Full	18	13	16	22	24	23	16
Company/Employee Share Cost	12	7	9	14	15	13	14
No Response	61	72	68	54	52	52	53
LONG TERM DISABILITY							
Paid by Company in Full	50	51	52	53	47	45	47
Paid by Employee in Full	10	10	8	10	11	10	20
Company/Employee Share Cost	20	17	23	19	21	21	23
No Response	20	22	17	18	21	24	10
PROFIT SHARING							
Paid by Company in Full	25	25	24	25	25	27	12
Paid by Employee in Full	1	1	0	1	1	1	1
Company/Employee Share Cost	5	3	5	8	5	7	3
No Response	69	71	71	66	69	65	84
STOCK OPTION							
Paid by Company in Full	5	4	7	4	7	4	1
Paid by Employee in Full	5	6	6	5	5	7	3
Company/Employee Share Cost	6	5	7	5	8	6	3
No Response	84	85	80	86	80	83	93
THRIFT/SAVINGS							
Paid by Company in Full	4	5	3	4	3	3	2
Paid by Employee in Full	10	11	9	12	10	8	4
Company/Employee Share Cost	15	14	16	12	20	16	5
No Response	71	70	72	72	67	73	89

Policies on Pension Plans

Pension plans are high on the list of benefits for exempt personnel. In the United States, the majority of reporting firms provide employees with liberal pension benefits. Sixty-three percent of the respondents pay the full cost of this benefit; 14% indicate costs are shared by company and employee; only 1% indicate costs are paid by the employee; 22% did not answer the question.

Most Canadian firms also indicate they have pension plans for exempt employees. Sixty-eight percent of respondents report pension costs are shared by company and employee; 18% report costs are paid by the company; 2% report costs are paid by the employee; 12% did not answer.

In both countries pension plans are based on age and/or length of service. The following tables indicate percentage figures on the administration of the plans.

Basis of Benefit Formula

	United States	Canada
Career Average	14%	20%
Final Average Years of Pay	47%	47%
Flat Benefit per Years of Service	6%	5%
Final Pay	4%	4%
No Answer	29%	24%

Salary Deferred 401(K) Program

	United States	Canada
Yes	15%	0
No	60%	0
No Answer	25%	0

Survivor Benefits

	United States	Canada
Yes	69%	62%
No	9%	11%
No Answer	22%	27%

Pension Plan Integrated With Social Security

	United States	Canada
Yes	47%	0
No	29%	0
No Answer	24%	0

Earliest Retirement Age

	United States	Canada
Age 50	4%	3%
Age 55	52%	45%
Age 60	7%	12%
Age 62 & over	13%	19%
No Answer	24%	21%

Policies on Salary Increases

In the United States 57% of the respondents give salary increases to management employees on a merit basis; 28% give increases on a merit and general basis; 9% give increases on a general or cost of living basis; 3% give increases on another basis and 3% did not respond to the question. There is little change in these figures when compared with last year's figures.

The Canadian companies indicate that 53% of salary increases are given to exempt personnel on a merit and general basis. Twenty-five percent give increases on a merit basis only; 15% give increases on a general or cost of living basis; while 4% mentioned "other" basis and 3% did not reply. These figures show little change when compared with last years figures.

The following charts present percentage figures reported for Canada; Total United States and the five regions in the United States.

Type of Salary Increases Granted to Exempt Employees	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
Merit	57%	58%	64%	53%	59%	48%	25%
General (Including Cost of Living)	9%	8%	5%	12%	9%	15%	15%
Merit and General	28%	29%	26%	30%	28%	29%	53%
Other	3%	3%	3%	3%	2%	4%	4%
No Answer	3%	2%	2%	2%	2%	4%	3%

Highlights
Salary Data for U.S. and Canada

This report reflects results of an indepth survey on annual base compensation for 49,064 employees in 3,039 companies in 114 cities throughout the United States and Canada.

Types of business represented in the survey are Manufacturing/Processing; Banking/Insurance/Financial; Retail/Wholesale Distribution; Utilities; All others – Governmental, Educational, Medical, and Employment.

As of September 16, 1983, the average annual salary for the 20 key "benchmark" positions surveyed in the United States was $29,977 or 7.6% over last year's average of $27,861. The salaries range from $22,400 to $41,900.

In Eastern United States the average salary was $29,766 and the range was from $23,200 to $42,200; in East Central U.S. the average salary was $29,275. The lowest salary was $23,400 and the highest salary was $43,400.

In West Central U.S. the average salary was $29,536 with a low of $22,500 to a high of $39,600; in Southern U.S. the average salary was $31,538. The range of salaries in the South went from $24,300 to $42,000.

In Western U.S. the average salary for the 20 positions in the survey was $30,320. The salaries range from $20,300 to $42,100.

In Canada, the average salary for the 20 positions in the survey was $34,224. The salaries range from $26,800 to $42,900 and are presented in Canadian funds.

The figures below indicate the percentage of increase in annual salaries for the 20 positions throughout the United States. This year the position of Buyer was deleted in the survey and the position of Marketing Information Systems Manager was added.

UNITED STATES

	1982	1983	% of Increase
Accounting Manager	$31,200	$32,200	3.2%
Auditing Manager	32,300	34,900	8.0%
Cost Accounting Manager	28,700	30,100	4.9%
Payroll Manager	22,500	24,200	7.6%
Credit & Collection Mgr.	26,700	28,000	4.9%
Personnel Director	33,500	36,900	10.1%
Employment Manager	27,200	28,500	4.8%
Customer Service Manager	27,300	28,400	4.0%
Word Processing Manager	23,800	22,400	5.9%*
Compensation Mana[illegible]	30,800	33,400	8.4%

* Decrease

UNITED STATES

	1982	1983	% of Increase
Legal Asst. Services Mgr.	$27,700	$32,400	17.0%
Branch Manager	27,000	28,000	3.7%
Sales Manager	35,200	35,400	0.6%
Manager, Admin. Services	27,500	31,900	16.0%
Marketing Info. Sys. Mgr.	–	34,400	–
Warehouse Manager	25,300	27,400	8.3%
Plant Manager	36,600	41,900	14.5%
Foreman	25,800	27,500	6.6%
General Foreman	29,100	31,900	9.6%
Purchasing Manager	30,600	31,900	4.2%

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.2	34.9	30.1	24.2	28.0	36.9	28.5	28.4	22.4	33.4	32.4	28.0	35.4	31.9	34.4	27.4	41.9	27.5	31.9	31.9
FIRST QUARTILE	25.5	27.5	24.5	17.5	20.5	28.5	21.5	21.5	18.5	26.5	23.5	21.5	24.5	23.5	29.5	21.5	34.5	23.5	27.5	25.5
MEDIAN	31.5	34.5	28.5	23.5	26.5	35.5	27.5	27.5	20.5	32.5	32.5	25.5	35.5	31.5	32.5	27.5	43.0	28.5	32.5	31.5
THIRD QUARTILE	38.0	43.0	34.5	28.5	33.5	43.0	33.5	33.5	23.5	38.0	38.0	31.5	47.5	43.0	38.0	30.5	47.5	30.5	36.5	36.5
NO. COMPANIES	1787		604		907		721		476		77		1015		395		850		739	
		622		1019		1654		823		469		613		981		814		985		1424
NO. EMPLOYEES	2281		836		1092		829		963		87		2644		633		1424		4406	
		846		1239		1757		1073		510		5129		1372		1347		15707		1872

CANADA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.7	42.9	31.9	28.7	30.0	42.1	37.8	33.3	26.8	40.7	41.3	37.9	39.5	33.3	40.2	29.8	40.0	30.3	34.8	33.4
FIRST QUARTILE	27.5	38.0	26.5	21.5	22.5	33.5	30.5	22.5	20.5	33.5	34.5	31.5	32.5	27.5	33.5	22.5	32.5	26.5	28.5	27.5
MEDIAN	33.5	43.0	30.5	27.5	28.5	43.0	34.5	30.5	25.5	40.0	40.0	38.0	38.0	33.5	38.0	29.5	40.0	29.5	35.5	33.5
THIRD QUARTILE	40.0	47.5	35.5	35.5	34.5	52.5	43.0	47.5	28.5	47.5	43.0	43.0	47.5	38.0	47.5	34.5	47.5	33.5	43.0	38.0
NO. COMPANIES	173		49		79		52		21		6		119		29		101		80	
		45		82		118		52		32		70		69		80		121		130
NO. EMPLOYEES	218		51		84		58		30		7		180		32		150		227	
		60		89		118		65		35		360		85		121		903		144

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	34.6	28.7	25.3	28.7	36.8	28.7	29.6	23.2	35.3	33.5	36.6	41.1	30.4	36.2	26.6	42.2	27.4	32.7	31.8
FIRST QUARTILE	23.5	26.5	23.5	18.5	20.5	27.5	21.5	22.5	20.5	27.5	24.5	21.5	32.5	21.5	29.5	21.5	33.5	24.5	28.5	24.5
MEDIAN	30.5	34.5	25.5	24.5	27.5	35.5	27.5	27.5	23.5	34.5	32.5	25.5	40.0	29.5	36.5	25.5	43.0	28.5	34.5	30.5
THIRD QUARTILE	36.5	40.0	32.5	30.5	34.5	43.0	33.5	35.5	23.5	40.0	38.0	29.5	52.5	35.5	43.0	30.5	52.5	29.5	36.5	38.0
NO. COMPANIES	542	169	204	300	275	485	203	283	117	124	23	160	329	265	121	250	322	360	275	458
NO. EMPLOYEES	688	246	321	331	324	515	232	369	324	130	24	1366	738	275	144	335	486	8069	1889	543

EAST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	33.7	32.1	25.1	29.3	37.9	28.0	28.4	23.4	32.0	31.4	25.7	28.1	30.4	36.0	29.4	43.4	26.9	30.9	32.4
FIRST QUARTILE	26.5	26.5	25.5	19.5	21.5	29.5	21.5	22.5	18.5	25.5	21.5	19.5	16.5	24.5	26.5	23.5	35.5	23.5	26.5	25.5
MEDIAN	32.5	32.5	31.5	23.5	28.5	38.0	26.5	28.5	21.5	31.5	24.5	24.5	23.5	30.5	35.5	28.5	43.0	25.5	30.5	31.5
THIRD QUARTILE	38.0	40.0	38.0	29.5	34.5	47.5	33.5	33.5	26.5	38.0	40.0	27.5	38.0	34.5	43.0	34.5	52.5	30.5	34.5	38.0
NO. COMPANIES	354	147	137	220	207	373	177	180	100	121	14	115	210	192	87	172	187	227	171	306
NO. EMPLOYEES	420	188	144	229	247	404	207	241	110	134	14	1037	952	246	105	262	277	2994	821	357

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.0	33.0	29.5	23.1	26.7	34.9	26.2	27.4	22.5	32.1	35.4	28.5	36.7	27.6	34.5	25.1	39.6	27.1	30.6	31.2
FIRST QUARTILE	25.5	25.5	24.5	17.5	20.5	27.5	20.5	19.5	16.5	25.5	24.5	22.5	28.5	20.5	25.5	18.5	31.5	23.5	26.5	23.5
MEDIAN	31.5	31.5	28.5	22.5	25.5	33.5	24.5	27.5	20.5	30.5	33.5	26.5	35.5	25.5	33.5	24.5	38.0	26.5	30.5	30.5
THIRD QUARTILE	36.5	38.0	33.5	27.5	30.5	40.0	31.5	32.5	26.5	38.0	40.0	32.5	43.0	32.5	40.0	29.5	47.5	30.5	35.5	38.0
NO. COMPANIES	375	121	113	184	188	316	126	149	100	75	11	131	202	199	74	149	148	179	118	266
NO. EMPLOYEES	449	140	140	189	238	330	146	210	105	79	16	1063	399	235	75	195	230	1746	511	317

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.5	37.3	31.3	24.3	27.6	37.6	30.1	27.1	25.0	32.7	30.3	30.7	38.8	37.9	35.0	26.8	42.0	28.2	31.3	32.6
FIRST QUARTILE	26.5	29.5	23.5	18.5	20.5	28.5	22.5	20.5	18.5	26.5	19.5	20.5	30.5	30.5	28.5	20.5	35.5	23.5	26.5	25.5
MEDIAN	31.5	36.5	31.5	23.5	25.5	36.5	29.5	25.5	22.5	31.5	30.5	26.5	38.0	43.0	34.5	24.5	43.0	28.5	30.5	31.5
THIRD QUARTILE	40.0	43.0	38.0	28.5	31.5	47.5	35.5	32.5	26.5	38.0	38.0	43.0	47.5	43.0	40.0	31.5	47.5	33.5	36.5	38.0
NO. COMPANIES	307	127	94	203	136	312	136	131	93	99	21	115	153	192	70	139	109	131	108	235
NO. EMPLOYEES	360	178	103	211	177	326	146	161	112	102	25	988	327	420	80	220	304	2008	860	270

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.5	36.3	31.5	22.8	26.6	37.3	29.7	28.2	20.3	35.4	31.8	29.3	39.8	28.6	32.3	28.3	42.1	29.5	33.3	31.7
FIRST QUARTILE	25.5	30.5	27.5	15.5	19.5	29.5	22.5	21.5	18.5	27.5	22.5	24.5	32.5	21.5	30.5	26.5	34.5	25.5	27.5	29.5
MEDIAN	30.5	35.5	32.5	22.5	25.5	36.5	27.5	28.5	19.5	35.5	33.5	29.5	38.0	27.5	32.5	29.5	43.0	29.5	33.5	32.5
THIRD QUARTILE	36.5	43.0	34.5	27.5	31.5	43.0	33.5	32.5	19.5	40.0	34.5	32.5	47.5	32.5	32.5	29.5	47.5	34.5	40.0	32.5
NO. COMPANIES	209	58	56	112	101	168	79	80	66	50	8	92	121	133	43	104	84	88	67	159
NO. EMPLOYEES	364	94	128	279	106	182	98	92	312	65	8	675	228	196	229	335	127	890	325	385

Summary Of Annual Salary Levels For Management Positions In The United States

This chart summarizes the average salary levels for all of the participating companies in the United States. The data reflects the total number of employees reported at various levels of annual base compensation.

An "A" has been placed to the left of the number of employees that fall in the salary level representing the average annual salary for all employees in the management positions surveyed.

For example, by referring to the chart you can determine that of the 1,757 Personnel Directors reported, 62 earned a salary of $36,001 to $37,000 and the average salary of $36,900 is within this range; of 2,281 Accounting Managers, a total of 103 earned a salary of $32,001 to $33,000 and the average of $32,200 falls within this range. This theory can be applied to interpret the salaries for each position in the survey.

For easy reference, the shaded figures for each position indicate the number of employees by consecutive salary levels which represent the range from the first quartile to the third quartile inclusively. (The middle 50 percent.)

Looking at the position of Branch Manager, the shaded area covers the salaries between $21,001 to $32,000 and the average salary of $28,000 is between the range of $27,001 and $28,000. The first quartile rate of $21,500 is within the $21,001 to $22,000 group and the third quartile rate of $31,500 is within the $31,001 to $32,000 group.

For the position of Plant Manager, the shaded area shows a range of $34,001 to $50,000 and the average salary of $41,900 is within the $41,001 to $45,000 range. The first quartile rate of $34,500 is between $34,001 to $35,000 and the third quartile of $47,500 is between the range of $45,001 to $50,000.

This procedure can be applied to each position in the survey.

ANNUAL SALARY LEVEL	A ACCOUNTING MANAGER	B AUDITING MANAGER	C COST ACCOUNTING MANAGER	D PAYROLL MANAGER	E CREDIT & COLLECTION MANAGER	F PERSONNEL DIRECTOR
UNDER-15000	32	6	4	155	42	20
15001-16000	13	3	4	78	30	14
16001-17000	17	6	3	52	34	9
17001-18000	25	3	9	49	39	16
18001-19000	38	15	22	53	50	17
19001-20000	47	12	14	52	36	26
20001-21000	61	8	39	68	42	27
21001-22000	57	9	26	49	50	29
22001-23000	88	21	40	43	44	33
23001-24000	82	31	39	57	38	42
24001-25000	89	20	85	A 59	47	55
25001-26000	86	27	35	51	65	41
26001-27000	77	26	31	48	45	48
27001-28000	99	33	40	75	49	50
28001-29000	86	34	35	41	A 41	58
29001-30000	113	27	32	35	44	64
30001-31000	94	32	A 26	51	43	48
31001-32000	80	44	38	35	43	61
32001-33000	A 103	23	69	15	30	69
33001-34000	100	29	21	26	30	48
34001-35000	95	A 34	29	29	31	52
35001-36000	101	39	17	20	22	81
36001-37000	94	29	22	30	19	A 62
37001-39000	133	58	36	20	41	112
39001-41000	109	55	33	21	34	101
41001-45000	139	97	40	15	50	143
45001-50000	113	71	22	6	29	142
50001-55000	64	30	14	3	8	128
55001-60000	29	10	6	1	5	58
60001-OVER	17	14	5	2	11	103
TOTAL EMPLOYEES	2281	846	836	1239	1092	1757

EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
G	H	I	J	K	L	M	N	O	P	Q	R	S	T

NUMBER OF EMPLOYEES BY JOB RATE

G	H	I	J	K	L	M	N	O	P	Q	R	S	T	TOTAL NUMBER OF EMPLOYEES
27	59	41	8	1	184	87	57	8	38	2	88	14	24	897
17	23	34	3		117	160	15	3	23	1	88	11	17	654
24	26	36	3		127	78	27	4	47	1	99	15	19	627
19	29	72	6	3	126	60	23		47	2	222	23	31	804
26	33	71	4	1	182	55	32	3	34	2	261	44	34	977
34	28	195	7	5	205	51	39	9	38	1	383	36	37	1255
43	44	52	10	2	288	46	46	7	59	8	611	63	46	1570
32	48	40	12	3	288	30	35	8	51	5	696	72	50	1590
35	42 A	46	15	3	251	45	42	8	56	11	686	124	55	1688
45	39	174	10	5	256	40	41	13	64	7	824	135	53	1995
30	42	24	19	7	241	34	57	15	70	22	838	159	69	1982
40	47	15	21	3	330	42	55	14	68	24	981	162	65	2172
34	44	23	19	2	199	38	33	13	52	25	807	144	67	1775
47	54	21	26	2 A	269	46	50	16 A	65	17A	765	218	83	2025
A 22	A 43	11	27		160	60	42	13	50	36	2051	250	62	3122
30	36	16	20	3	327	68	43	29	203	44	2281	205	88	3708
31	33	5	22	2	155	79	41	32	65	30	609	297	83	1778
32	64	11	18		145	66 A	42	16	42	38	997 A	170 A	74	2016
25	51	5	15	A 4	141	81	59	159	34	41	572	165	206	1867
36	33	8	A 21	5	113	67	56	14	29	37	408	284	60	1425
21	29	11	23	3	128	81	39 A	20	33	51	380	326	76	1491
27	21	12	25	3	85 A	100	31	26	18	48	227	299	67	1269
13	26	5	15	4	44	57	24	24	22	46	317	356	47	1256
34	45	7	34	5	113	141	37	26	34	86	308	317	110	1697
27	46	5	24	4	85	139	54	26	32	83	131	247	74	1330
38	48	11	38	8	185	228	220	49	41 A	215	56	191	119	1931
21	14	6	32	1	203	231	78	40	22	225	18	57	75	1406
12	15	4	16	3	89	174	27	15	6	106	3	14	44	775
4	7		11	4	31	102	15	14	2	88		4	17	408
3	4	2	6	1	62	158	12	9	2	122		4	20	557
829		963		87		2644		633		1424		4406		
	1073		510		5129		1372		1347		15707		1872	46047

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.9	37.4	32.0	26.0	30.1	37.2	30.8	30.0	28.4	36.9	37.0	34.6	41.6	31.3	38.4	28.5	42.9	27.4	32.4	33.6
FIRST QUARTILE	27.5	29.5	25.5	18.5	22.5	28.5	23.5	23.5	20.5	29.5	24.5	27.5	34.5	24.5	31.5	23.5	34.5	24.5	28.5	27.5
MEDIAN	33.5	38.0	31.5	24.5	29.5	35.5	29.5	28.5	26.5	35.5	38.0	32.5	40.0	30.5	38.0	27.5	43.0	28.5	33.5	32.5
THIRD QUARTILE	38.0	43.0	38.0	31.5	36.5	43.0	36.5	35.5	34.5	43.0	43.0	43.0	47.5	35.5	43.0	32.5	52.5	29.5	36.5	40.0
NO. COMPANIES	652	139	348	346	403	619	233	402	79	150	15	103	543	245	166	383	704	746	566	699
NO. EMPLOYEES	770	162	381	356	448	659	254	469	82	154	16	427	1197	295	169	516	1090	13190	3255	838

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.6	33.5	29.6	22.8	25.6	36.4	26.4	26.7	22.7	30.9	32.2	24.6	33.8	31.0	31.4	23.5	–	21.5	27.3	26.4
FIRST QUARTILE	23.5	25.5	22.5	17.5	19.5	26.5	20.5	19.5	17.5	24.5	23.5	20.5	26.5	23.5	24.5	16.5	–	18.5	24.5	20.5
MEDIAN	30.5	33.5	28.5	21.5	23.5	34.5	28.5	26.5	21.5	29.5	29.5	23.5	31.5	29.5	30.5	21.5	–	20.5	27.5	25.5
THIRD QUARTILE	38.0	40.0	34.5	26.5	29.5	43.0	31.5	32.5	26.5	36.5	36.5	27.5	40.0	36.5	36.5	26.5	–	22.5	30.5	29.5
NO. COMPANIES	333	229	94	179	130	362	165	159	151	98	25	224	123	233	103	45	–	4	9	164
NO. EMPLOYEES	443	312	100	182	179	368	178	220	157	101	25	3227	299	248	117	47	–	9	11	190

RETAIL/WHOLESALE SALES AND DISTR	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	30.9	26.8	22.2	24.9	35.0	26.1	24.6	25.7	25.8	27.6	31.6	26.4	29.5	33.1	27.3	33.9	25.3	26.1	28.9
FIRST QUARTILE	23.5	21.5	21.5	16.5	17.5	26.5	19.5	18.5	16.5	17.5	22.5	24.5	15.5	22.5	25.5	20.5	25.5	20.5	23.5	22.5
MEDIAN	29.5	30.5	27.5	22.5	22.5	35.5	23.5	23.5	21.5	24.5	27.5	28.5	19.5	27.5	32.5	26.5	33.5	24.5	25.5	27.5
THIRD QUARTILE	34.5	36.5	29.5	26.5	28.5	43.0	31.5	29.5	31.5	30.5	32.5	34.5	33.5	34.5	38.0	32.5	40.0	29.5	29.5	34.5
NO. COMPANIES	172	48	25	87	136	122	46	89	27	24	3	110	173	110	32	183	49	78	38	139
NO. EMPLOYEES	221	54	27	93	155	126	75	120	27	30	8	384	853	115	38	255	83	457	170	184

UTILITIES	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.4	42.2	38.5	30.8	32.4	47.1	36.3	33.5	30.2	39.9	–	36.9	37.0	–	41.4	31.4	43.3	33.1	35.1	40.3
FIRST QUARTILE	32.5	38.0	32.5	25.5	27.5	38.0	30.5	28.5	23.5	34.5	–	31.5	28.5	–	38.0	24.5	33.0	29.5	30.5	36.5
MEDIAN	43.0	43.0	38.0	31.5	31.5	47.5	35.5	31.5	26.5	40.0	–	43.0	33.5	–	43.0	30.5	43.0	34.5	36.5	43.0
THIRD QUARTILE	47.5	47.5	47.5	35.5	35.5	57.5	40.0	40.0	35.5	47.5	–	47.5	52.5	–	43.0	38.0	47.5	38.0	40.0	43.0
NO. COMPANIES	64	41	20	56	37	50	41	47	28	36	–	23	14	–	11	45	24	36	28	57
NO. EMPLOYEES	75	56	24	60	48	64	43	84	39	41	–	418	18	–	14	112	141	750	322	75

ALL OTHER TYPES OF BUSINESS*	JOB CATEGORY A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	38.4	27.6	23.1	27.2	36.2	27.1	26.4	21.0	31.7	31.4	30.9	37.5	27.6	–	25.5	37.2	26.1	29.4	30.8
FIRST QUARTILE	24.5	27.5	23.5	15.5	21.5	27.5	20.5	19.5	18.5	25.5	21.5	25.5	28.5	19.5	–	20.5	29.5	21.5	24.5	25.5
MEDIAN	30.5	32.5	25.5	22.5	25.5	35.5	26.5	25.5	19.5	30.5	30.5	29.5	36.5	25.5	–	27.5	38.0	26.5	28.5	32.5
THIRD QUARTILE	35.5	40.0	32.5	27.5	30.5	43.0	31.5	32.5	23.5	35.5	38.0	32.5	47.5	32.5	–	29.5	43.0	29.5	33.5	33.5
NO. COMPANIES	566	165	117	351	201	501	236	279	126	191	161	36	153	277	357	158	70	107	121	98	345
NO. EMPLOYEES	772	262	304	548	252	541	180	658	184	673	463	–	417	1301	648	585				

*(Gov't., Ed., Med., Emp., etc.)

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.5	38.0	31.1	25.2	30.8	37.1	30.0	30.5	26.8	38.4	39.9	34.2	41.8	32.7	38.8	28.9	43.0	27.6	33.0	33.1
FIRST QUARTILE	26.5	31.5	23.5	16.5	23.5	28.5	23.5	23.5	20.5	30.5	32.5	28.5	34.5	23.5	32.5	22.5	34.5	25.5	29.5	26.5
MEDIAN	32.5	38.0	29.5	23.5	29.5	35.5	28.5	28.5	23.5	36.5	38.0	31.5	40.0	30.5	38.0	25.5	43.0	28.5	34.5	31.5
THIRD QUARTILE	38.0	43.0	36.5	29.5	38.0	43.0	33.5	36.5	31.5	47.5	43.0	40.0	47.5	36.0	47.5	30.5	52.5	29.5	36.5	40.0
NO. COMPANIES	260		137		154		84		27		8		214		60		287		234	
		53		144		239		175		51		37		93		151		305		274
NO. EMPLOYEES	309		153		130		96		28		8		521		72		442		1803	
		64		148		252		213		53		166		100		207		7641		334

BANKING/INSURANCE/FINANCIAL	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.1	31.9	30.3	25.0	25.4	38.1	27.5	27.8	24.5	32.8	31.7	24.5	36.8	29.3	31.8	23.0	–	–	–	27.2
FIRST QUARTILE	22.5	23.5	23.5	16.5	19.5	27.5	19.5	20.5	19.5	25.5	25.5	20.5	30.5	20.5	26.5	15.5	–	–	–	21.5
MEDIAN	24.5	32.5	26.5	21.5	23.5	35.5	25.5	26.5	22.5	29.5	26.5	23.5	33.5	27.5	30.5	17.5	–	–	–	27.5
THIRD QUARTILE	33.5	38.0	32.5	30.5	31.5	47.5	33.5	33.5	29.5	36.5	35.5	27.5	40.0	36.5	35.5	26.5	–	–	–	29.5
NO. COMPANIES	83		28		30		47		34		8		27		25		–		–	
		61		44		84		40		28		66		38		12		–		50
NO. EMPLOYEES	148		32		36		53		34		8		51		27		–		–	
		106		44		88		62		29		965		38		12		–		53

RETAIL/WHOLESALE SALES AND DISTR.	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	31.0	27.0	22.5	23.4	31.4	29.9	23.7	–	29.4	–	28.5	45.6	25.7	36.5	28.5	33.1	23.2	25.9	29.0
FIRST QUARTILE	22.5	21.5	16.5	15.0	16.5	23.5	20.5	16.5	–	22.5	–	27.5	34.5	21.5	25.5	21.5	26.5	20.5	22.5	22.5
MEDIAN	31.5	31.5	27.5	23.5	20.5	29.5	27.5	24.5	–	25.5	–	28.5	47.5	24.5	38.0	28.5	31.5	23.5	25.5	27.5
THIRD QUARTILE	36.5	34.5	31.5	26.5	25.5	35.5	31.5	25.5	–	29.5	–	29.5	60.0	27.5	47.5	33.5	35.5	27.5	28.5	33.5
NO. COMPANIES	38		4		32		7		–		–		34		9		10		9	
		13		16		25		18		4		17		20		42		21		28
NO. EMPLOYEES	52		4		37		7		–		–		85		12		15		22	
		13		17		26		20		4		97		20		56		147		36

UTILITIES	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	44.5	42.9	32.8	–	51.8	38.5	33.1	29.9	43.1	–	46.9	–	37.9	–	31.1	30.8	28.8	32.3	–
FIRST QUARTILE	23.5	38.0	33.5	25.5	–	38.0	32.5	26.5	26.5	38.0	–	40.0	–	19.5	–	28.5	22.5	23.5	21.5	–
MEDIAN	43.0	47.5	43.0	35.5	–	57.5	38.0	33.5	26.5	40.0	–	47.5	–	40.0	–	30.5	22.5	31.5	34.5	–
THIRD QUARTILE	47.5	47.5	47.5	40.0	–	60.0	43.0	36.5	35.5	47.5	–	52.5	–	47.5	–	34.5	38.0	32.5	40.0	–
NO. COMPANIES	12		4		–		7		6		–		–		–		4		4	–
		8		10		8		10		8		2		7		7		5		
NO. EMPLOYEES	13		4		–		7		6		–		–		–		6		12	–
		15		10		8		28		8		10		7		12		76		

ALL OTHER TYPES OF BUSINESS*	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.2	34.0	–	25.4	27.9	35.8	26.6	28.5	22.5	31.6	28.8	29.6	35.4	28.9	33.6	23.1	34.0	24.1	26.5	30.3
FIRST QUARTILE	22.5	27.5	–	17.5	21.5	27.5	18.5	21.5	21.5	25.5	23.5	25.5	22.5	19.5	25.5	18.5	27.5	21.5	22.5	22.5
MEDIAN	29.5	31.5	–	24.5	27.5	34.5	25.5	27.5	23.5	28.5	24.5	28.5	34.5	29.5	32.5	23.5	32.5	24.5	25.5	29.5
THIRD QUARTILE	36.5	38.0	–	30.5	32.5	43.0	31.5	35.5	23.5	38.0	33.5	30.5	47.5	35.5	38.0	25.5	43.0	26.5	30.5	35.5
NO. COMPANIES	149		–		55		58		46		7		52		25		20		25	
		34		86		129		40		33		38		107		38		29		97
NO. EMPLOYEES	166		–		64		69		252		8		76		31		22		49	
		48		112		141		46		36		128		110		48		205		109

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EAST CENTRAL U.S. – Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.7	37.3	34.3	28.4	31.3	37.5	32.0	30.6	27.8	35.5	–	33.0	40.9	32.9	39.4	30.9	44.2	26.9	31.7	34.7
FIRST QUARTILE	27.5	29.5	27.5	21.5	23.5	29.5	25.5	25.5	19.5	28.5	–	24.5	34.5	30.5	33.5	24.5	36.5	23.5	27.5	28.5
MEDIAN	34.5	38.0	32.5	27.5	29.5	35.5	31.5	30.5	26.5	34.5	–	32.5	38.0	33.5	40.0	30.5	43.0	26.5	30.5	34.5
THIRD QUARTILE	40.0	43.0	40.0	34.5	40.0	43.0	40.0	34.5	34.5	40.0	–	38.0	47.5	34.5	43.0	34.5	52.5	30.5	34.5	40.0
NO. COMPANIES	137		82		94		65		20		–		116		35		157		134	
		44		79		148		97		43		16		49		77		177		153
NO. EMPLOYEES	165		86		103		67		21		–		267		40		222		650	
		53		81		160		106		45		48		74		124		2555		187

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.8	33.6	26.5	21.8	27.0	36.8	25.7	25.0	22.4	28.8	–	23.7	32.4	31.3	33.1	21.9	–	–	–	26.4
FIRST QUARTILE	25.5	26.5	22.5	15.5	18.5	27.5	19.5	15.0	17.5	24.5	–	19.5	23.5	24.5	25.5	18.5	–	–	–	20.5
MEDIAN	32.5	31.5	25.5	19.5	24.5	38.0	23.5	25.5	20.5	27.5	–	23.5	29.5	30.5	30.5	20.5	–	–	–	24.5
THIRD QUARTILE	38.0	40.0	29.5	26.5	30.5	47.5	27.5	29.5	25.5	32.5	–	25.5	40.0	36.5	43.0	23.5	–	–	–	28.5
NO. COMPANIES	64		22		35		38		31		–		29		23		–		–	
		53		36		75		30		21		50		48		10		–		32
NO. EMPLOYEES	75		22		48		40		33		–		79		34		–		–	
		59		33		76		45		21		749		55		11		–		32

RETAIL/WHOLESALE SALES AND DISTR

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.1	31.7	27.3	23.1	26.7	37.2	24.0	24.2	26.5	23.6	–	34.7	–	28.6	29.9	29.2	37.5	25.6	27.3	30.7
FIRST QUARTILE	27.5	22.5	20.5	16.5	17.5	27.5	18.5	15.5	15.5	15.5	–	24.5	–	20.5	23.5	20.5	25.5	21.5	24.5	25.5
MEDIAN	29.5	30.5	28.5	22.5	24.5	36.5	21.5	24.5	25.5	21.5	–	30.5	–	28.5	31.5	28.5	35.5	24.5	28.5	30.5
THIRD QUARTILE	35.5	38.0	28.5	29.5	30.5	43.0	29.5	28.5	31.5	31.5	–	43.0	–	33.5	35.5	35.5	43.0	29.5	30.5	35.5
NO. COMPANIES	38		8		26		18		7		–		–		7		12		10	
		11		25		31		21		11		20		18		42		16		31
NO. EMPLOYEES	54		9		33		42		7		–		–		9		15		67	
		14		28		34		41		17		80		19		77		115		37

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.4	36.1	38.3	30.7	–	47.0	34.6	34.2	26.2	39.7	–	25.6	–	36.6	–	34.9	51.3	31.3	31.4	40.5
FIRST QUARTILE	31.5	28.5	15.5	25.5	–	43.0	23.5	31.5	23.5	34.5	–	15.5	–	25.5	–	30.5	43.0	26.5	27.5	31.5
MEDIAN	32.5	29.5	32.5	31.5	–	47.5	34.5	31.5	24.5	40.0	–	21.5	–	34.5	–	34.5	52.5	33.5	30.5	33.0
THIRD QUARTILE	47.5	43.0	52.5	33.5	–	52.5	38.0	40.0	26.5	43.0	–	26.5	–	47.5	–	43.0	57.5	36.5	31.5	52.5
NO. COMPANIES	9		4		–		8		6		–		–		–		6		7	
		7		10		10		11		9		8		7		9		7		10
NO. EMPLOYEES	10		4		–		8		13		–		–		–		14		44	
		8		10		23		26		13		97		7		14		128		10

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE																				
FIRST QUARTILE	31.9	30.6	29.9	23.1	27.9	37.6	26.8	26.0	20.3	30.5	36.8	33.1	37.8	27.7	35.8	24.8	36.2	24.7	26.7	29.4
MEDIAN	26.5	24.5	22.5	18.5	22.5	26.5	22.5	18.5	17.5	24.5	17.5	23.5	30.5	20.5	29.5	21.5	28.5	21.5	23.5	23.5
THIRD QUARTILE	30.5	30.5	31.5	22.5	27.5	38.0	25.5	24.5	18.5	27.5	40.0	30.5	36.5	25.5	38.0	23.5	35.5	22.5	24.5	28.5
	36.5	33.5	32.5	26.5	31.5	47.5	30.5	29.5	22.5	34.5	57.5	43.0	47.5	32.5	40.0	26.5	40.0	27.5	28.5	33.5
NO. COMPANIES	106		21		42		48		36		5		30		19		11		19	
		32		70		109		21		37		21		70		34		27		80
NO. EMPLOYEES	116		23		45		50		36		5		55		19		25		58	
		54		72		111		23		38		63		91		36		196		91

* (Gov't., Ed., Med., Emp., etc.)

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

WEST CENTRAL U.S. – Salaries by Type of Business

MANUFACTURING / PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	36.1	30.6	25.0	29.5	35.2	29.4	30.2	28.3	37.8	–	36.0	40.9	28.2	37.3	28.1	40.0	26.6	30.5	33.6
FIRST QUARTILE	28.5	28.5	24.5	18.5	24.5	28.5	22.5	21.5	19.5	25.5	–	27.5	33.5	24.5	27.5	23.5	32.5	23.5	27.5	27.5
MEDIAN	32.5	33.5	30.5	24.5	28.5	32.5	31.5	31.5	26.5	40.0	–	36.5	40.0	27.5	35.5	27.5	38.0	25.5	29.5	32.5
THIRD QUARTILE	38.0	43.0	34.5	29.5	34.5	40.0	33.5	38.0	27.5	47.5	–	43.0	47.5	30.5	43.0	31.5	47.5	28.5	33.5	38.0
NO. COMPANIES	119		54		76		30		11		–		96		33		111		84	
NO. EMPLOYEES	132	15	61	49	80	87	32	54	11	21	–	21	171	44	33	68	162	118	307	115
		15		49		92		61		21		104		50		75		1236		132

BANKING / INSURANCE / FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	32.9	31.1	22.4	25.1	35.0	25.7	27.2	22.4	30.8	42.2	26.7	32.1	30.0	30.1	27.6	–	–	–	26.2
FIRST QUARTILE	27.5	25.5	22.5	17.5	20.5	26.5	19.5	18.5	16.5	23.5	33.5	21.5	20.5	22.5	21.5	16.5	–	–	–	19.5
MEDIAN	33.5	31.5	31.5	21.5	22.5	32.5	24.5	27.5	20.5	29.5	36.5	26.5	29.5	27.5	26.5	22.5	–	–	–	24.5
THIRD QUARTILE	40.0	38.0	35.5	26.5	28.5	43.0	31.5	33.5	27.5	36.5	52.5	30.5	38.0	34.5	34.5	33.5	–	–	–	30.5
NO. COMPANIES	76		18		31		31		38		6		28		19		–		–	
NO. EMPLOYEES	91	47	18	42	50	83	33	40	40	16	6	43	90	58	19	9	–	–	–	43
		54		43		84		54		17		706		61		8		–		43

RETAIL / WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.0	31.0	28.7	21.6	22.5	35.1	25.0	25.8	33.5	25.8	–	29.1	32.3	30.6	–	24.0	33.1	24.7	26.9	28.2
FIRST QUARTILE	23.5	19.5	24.5	16.5	17.5	24.5	18.5	20.5	15.0	19.5	–	21.5	24.5	22.5	–	18.5	24.5	20.5	18.5	20.5
MEDIAN	27.5	30.5	27.5	22.5	22.5	32.5	22.5	22.5	35.5	25.5	–	25.5	29.5	27.5	–	22.5	31.5	24.5	25.5	26.5
THIRD QUARTILE	33.5	38.0	29.5	23.5	25.5	43.0	33.5	32.5	36.5	27.5	–	30.5	38.0	35.5	–	28.5	43.0	28.5	34.5	33.5
NO. COMPANIES	42		5		25		9		5		–		41		–		13		8	
NO. EMPLOYEES	56	14	5	15	31	29	10	20	5	4	–	25	82	27	–	39	27	21	20	32
		17		15		29		24		4		81		27		46		85		44

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.7	40.3	–	28.6	35.0	–	31.6	28.3	–	31.6	–	42.1	–	33.4	–	29.2	51.1	35.8	36.9	–
FIRST QUARTILE	35.5	33.5	–	18.5	25.5	–	24.5	18.5	–	22.5	–	38.0	–	20.5	–	24.5	52.5	32.5	33.5	–
MEDIAN	43.0	40.0	–	31.5	33.5	–	31.5	27.5	–	33.5	–	40.0	–	34.5	–	28.5	52.5	34.5	36.5	–
THIRD QUARTILE	47.5	43.0	–	34.5	43.0	–	32.5	40.0	–	35.5	–	47.5	–	36.5	–	30.5	57.5	38.0	40.0	–
NO. COMPANIES	13		–		5	–	10		–		–		–		–		5		5	–
NO. EMPLOYEES	14	8	–	12	5	–	11	8	–	5	–	5	–	7	–	9	14	9	64	–
		9		13				9		5		47		7		16		117		

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.4	31.2	27.5	21.5	26.0	33.9	24.0	25.3	20.6	29.9	32.5	27.7	38.0	24.2	33.7	20.0	38.5	26.3	28.1	27.5
FIRST QUARTILE	24.5	24.5	23.5	15.5	19.5	27.5	19.5	17.5	16.5	24.5	23.5	23.5	27.5	18.5	24.5	16.5	32.5	21.5	22.5	20.5
MEDIAN	30.5	30.5	26.5	19.5	25.5	34.5	23.5	25.5	18.5	27.5	23.5	25.5	38.0	21.5	33.5	17.5	36.5	26.5	27.5	26.5
THIRD QUARTILE	35.5	36.5	29.5	24.5	30.5	38.0	27.5	31.5	22.5	32.5	40.0	31.5	52.5	29.5	38.0	22.5	40.0	31.5	33.5	31.5
NO. COMPANIES	125		38		51		46		43		4		35		16		18		20	
NO. EMPLOYEES	156	37	54	66	72	109	60	27	46	29	4	37	54	63	16	29	26	31	119	64
		45		69		117		62		32		125		90		50		306		69

* (Gov't., Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER

(AMOUNTS IN THOUSANDS OF DOLLARS)

SOUTHERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	35.9	32.3	27.0	28.9	38.1	31.9	28.9	35.4	35.9	30.7	34.1	43.3	31.7	37.6	28.6	43.0	27.6	33.0	34.7
FIRST QUARTILE	27.5	29.5	24.5	21.5	22.5	29.5	23.5	21.5	23.5	27.5	22.5	27.5	36.5	24.5	31.5	24.5	35.5	23.5	28.5	28.5
MEDIAN	32.5	36.5	31.5	27.5	26.5	35.5	31.5	27.5	33.5	35.5	27.5	32.5	43.0	30.5	38.0	28.5	43.0	27.5	32.5	33.5
THIRD QUARTILE	40.0	43.0	38.0	31.5	36.5	47.5	36.5	34.5	47.5	40.0	38.0	40.0	52.5	38.0	47.5	31.5	52.5	32.5	38.0	40.0
NO. COMPANIES	82		42		47		29		16		6		59		21		83		70	
NO. EMPLOYEES	93	20	44	48	53	97	29	45	17	27	7	17	138	38	24	53	162	86	340	89
		23		50		105		56		27		79		40		67		1173		113

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	34.5	29.9	22.3	23.7	35.3	27.0	25.7	21.8	29.3	-	21.5	34.6	31.2	30.5	19.6	-	20.3	-	25.9
FIRST QUARTILE	25.5	27.5	21.5	18.5	17.5	25.5	20.5	19.5	16.5	24.5	-	16.5	29.5	25.5	24.5	15.0	-	17.5	-	20.5
MEDIAN	31.5	33.5	29.5	21.5	22.5	34.5	26.5	24.5	19.5	28.5	-	20.5	32.5	29.5	30.5	18.5	-	20.5	-	23.5
THIRD QUARTILE	40.0	40.0	35.5	25.5	27.5	43.0	31.5	29.5	23.5	34.5	-	23.5	38.0	36.5	35.5	21.5	-	22.5	-	30.5
NO. COMPANIES	61		22		15		31		25		-		21		24		-		-	
NO. EMPLOYEES	72	48	24	41	21	77	33	36	25	22	-	35	56	53	25	9	-	2	-	37
		66		81		99		43		22		475		56		9		5		38

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	31.6	-	20.5	25.5	36.3	-	22.3	-	-	-	34.0	31.8	30.8	25.8	23.6	32.4	27.0	-	30.6
FIRST QUARTILE	23.5	17.5	-	15.5	18.5	29.5	-	16.5	-	-	-	22.5	20.5	22.5	23.5	17.5	27.5	22.5	-	23.5
MEDIAN	29.5	30.5	-	20.5	24.5	35.5	-	20.5	-	-	-	32.5	28.5	28.5	24.5	21.5	31.5	29.5	-	28.5
THIRD QUARTILE	34.5	34.5	-	24.5	28.5	38.0	-	24.5	-	-	-	35.5	38.0	33.5	32.5	26.5	38.0	31.5	-	38.0
NO. COMPANIES	28		-		28		-		-		-		28		6		7		-	
NO. EMPLOYEES	32	6	-	18	29	23	-	16	-	-	-	22	69	23	6	32	17	11	-	25
		6		19		23		20		-		60		24		40		78		32

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.9	42.9	39.9	31.9	33.5	47.8	42.9	35.0	31.5	42.0	-	-	-	-	41.0	30.6	42.7	33.8	36.1	40.8
FIRST QUARTILE	33.5	38.0	36.5	25.5	27.5	40.0	38.0	29.5	23.5	38.0	-	-	-	-	36.5	20.5	43.0	29.5	33.5	34.5
MEDIAN	43.0	43.0	38.0	28.5	30.5	52.5	47.5	31.5	24.5	40.0	-	-	-	-	40.0	27.5	43.0	36.5	38.0	38.0
THIRD QUARTILE	47.5	47.5	43.0	38.0	40.0	57.5	47.5	40.0	43.0	47.5	-	-	-	-	43.0	40.0	47.5	38.0	40.0	47.5
NO. COMPANIES	19		5		10		10		6		-	-	-	-	4		9		8	
NO. EMPLOYEES	22	11	8	15	10	15	11	15	9	10	-	-	-		7	13	100	10	161	17
		17		16		16		18		11				-		60		386		18

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.2	39.8	29.6	23.1	27.8	37.6	28.4	23.3	22.5	30.3	29.6	36.6	40.6	31.4	38.3	23.2	39.8	24.6	28.1	31.6
FIRST QUARTILE	23.5	31.5	20.5	17.5	22.5	25.5	20.5	18.5	17.5	25.5	19.5	24.5	32.5	23.5	32.5	17.5	38.0	21.5	25.5	24.5
MEDIAN	31.5	40.0	28.5	22.5	25.5	38.0	27.5	21.5	22.5	29.5	30.5	33.5	43.0	28.5	34.5	20.5	40.0	24.5	28.5	30.5
THIRD QUARTILE	38.0	47.5	33.5	27.5	29.5	47.5	34.5	25.5	23.5	33.5	34.5	52.5	47.5	38.0	43.0	26.5	43.0	29.5	30.5	38.0
NO. COMPANIES	117		20		36		59		42		12		29		15		13		24	
NO. EMPLOYEES	141	42	21	81	64	100	62	19	57	38	15	34	57	69	18	32	25	22	307	67
		66		85		105		24		40		118		78		44		366		69

* (Gov't., Ed., Med., Emp., etc.)

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

WESTERN U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	39.9	32.8	23.1	26.5	35.3	30.9	26.7	24.5	35.9	-	35.7	41.8	27.3	37.4	29.6	43.9	28.5	31.3	34.0
FIRST QUARTILE	26.5	35.5	25.5	16.5	19.5	27.5	22.5	19.5	18.5	30.5	-	29.5	34.5	22.5	28.5	25.5	35.5	23.5	26.5	29.5
MEDIAN	34.5	40.0	30.5	20.5	24.5	38.0	27.5	26.5	21.5	35.5	-	32.5	43.0	25.5	35.5	29.5	43.0	28.5	29.5	33.5
THIRD QUARTILE	38.0	43.0	40.0	29.5	32.5	52.5	38.0	31.5	28.5	40.0	-	38.0	47.5	30.5	43.0	31.5	52.5	34.5	38.0	38.0
NO. COMPANIES	54		33		32		25		5		-		48		17		66		44	
		7		26		48		31		8		12		21		38		60		68
NO. EMPLOYEES	71		37		32		30		5		-		100		20		102		155	
		7		28		49		33		8		30		31		43		585		72

BANKING/INSURANCE/FINANCIAL — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.8	38.1	33.5	21.8	26.0	36.6	24.9	28.2	22.1	33.5	-	27.2	36.7	33.4	29.6	26.9		- 23.0	-	25.6
FIRST QUARTILE	25.5	31.5	22.5	17.5	18.5	27.5	20.5	24.5	16.5	22.5	-	18.5	30.5	24.5	15.5	19.5		- 18.5	-	18.5
MEDIAN	34.5	38.0	28.5	21.5	24.5	34.5	22.5	27.5	22.5	30.5	-	25.5	33.5	32.5	28.5	26.5		- 20.5	-	25.5
THIRD QUARTILE	43.0	43.0	40.0	24.5	30.5	43.0	27.5	32.5	26.5	40.0	-	34.5	43.0	43.0	34.5	29.5		- 23.5	-	28.5
NO. COMPANIES	49		4		19		18		23		-		18		12		-		-	
		20		16		43		13		11		30		36		6		2		22
NO. EMPLOYEES	57		4		24		19		25		-		23		12		-			
		27		16		43		16		12		332		36		7		4	-	24

RETAIL/WHOLESALE SALES AND DISTR — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	25.6	-	23.1	26.7	34.0	29.2	28.3	-	-	-	34.4	39.2	30.7	-	29.5	34.8	31.8	-	25.9
FIRST QUARTILE	22.5	15.0	-	16.5	19.5	28.5	15.0	20.5	-	-	-	26.5	29.5	23.5	-	23.5	22.5	28.5	-	20.5
MEDIAN	27.5	27.5	-	23.5	25.5	32.5	23.5	27.5	-	-	-	31.5	38.0	29.5	-	26.5	36.5	30.5	-	24.5
THIRD QUARTILE	33.5	29.5	-	27.5	30.5	38.0	32.5	30.5	-	-	-	40.0	52.5	38.5	-	36.5	47.5	35.5	-	29.5
NO. COMPANIES	26		-		25		5		-	-	-		37		-		7		-	
		4		13		14		14				26		22		28		9		23
NO. EMPLOYEES	27		-		25		5		-	-	-		79		-		9		-	
		4		14		14		15				66		25		36		32		33

UTILITIES — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	43.3	44.9	34.1	30.0	32.7	45.3	32.1	-	36.6	36.8	-	-	-	32.8	-	35.3	31.6	32.7	33.1	37.3
FIRST QUARTILE	34.5	40.0	24.5	22.5	24.5	31.5	27.5	-	27.5	24.5	-	-	-	27.5	-	31.5	26.5	28.5	30.5	23.5
MEDIAN	43.0	43.0	28.5	30.5	27.5	47.5	31.5	-	29.5	40.0	-	-	-	33.5	-	31.5	26.5	34.5	32.5	40.0
THIRD QUARTILE	47.5	47.5	40.0	34.5	43.0	57.5	34.5	-	43.0	43.0	-	-	-	35.5	-	38.0	32.5	36.5	34.5	43.0
NO. COMPANIES	11		5		8		6	-	7		-		-		-		3		4	
		7		9		9				4		-		6		7		5		6
NO. EMPLOYEES	16		6		8		6	-	8		-		-		-		7		41	
		7		11		9				4		-		10		10		43		4

ALL OTHER TYPES OF BUSINESS* — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.7	34.4	30.7	22.4	24.7	36.6	30.9	28.9	19.4	35.7	33.1	-	35.5	26.2	31.7	27.6	36.4	31.4	36.8	32.2
FIRST QUARTILE	23.5	29.5	27.5	15.5	18.5	29.5	26.5	23.5	18.5	29.5	21.5	-	26.5	19.5	31.5	27.5	24.5	28.5	33.5	30.5
MEDIAN	29.5	31.5	32.5	22.5	24.5	36.5	27.5	30.5	19.5	35.5	33.5	-	33.5	25.5	32.5	29.5	38.0	30.5	40.0	32.5
THIRD QUARTILE	32.5	38.0	32.5	27.5	29.5	43.0	33.5	32.5	19.5	38.0	34.5	-	43.0	32.5	32.5	29.5	40.0	36.5	40.0	32.5
NO. COMPANIES	69		11		17		25		24		4	-	17		8		8		10	
		20		48		54		19		24				48		25		12		37
NO. EMPLOYEES	193		78		17		38		267		4	-	25		191		9		115	
		49		210		67		25		38				94		239		226		247

* (Gov't., Ed., Med., Emp., etc.)

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

BRANTFORD, ON

CANADA

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

S. IVANCIC
RAYMOND INDUSTRIAL EQUIP.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	-	25.8	24.1	29.3	42.5	-	30.9	-	-	-	38.4	42.8	-	-	24.5	41.9	28.8	32.9	31.6
FIRST QUARTILE	26.5	-	17.5	15.0	15.0	35.5	-	22.5	-	-	-	32.5	32.5	-	-	15.5	38.0	25.5	30.5	27.5
MEDIAN	31.5	-	22.5	15.5	30.5	40.0	-	32.5	-	-	-	35.5	40.0	-	-	22.5	43.0	28.5	32.5	29.5
THIRD QUARTILE	33.5	-	30.5	31.5	31.5	52.5	-	34.5	-	-	-	40.0	57.5	-	-	26.5	47.5	31.5	35.5	36.5
NO. COMPANIES	10	-	4	4	5	6	-	5	-	-	-	5	9	-	-	4	13	15	8	14
NO. EMPLOYEES	10	-	4	4	5	6	-	5	-	-	-	10	10	-	-	4	25	80	14	14

CALGARY, AB

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

D. SUTHERLAND
PALM DAIRIES LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.6	47.0	-	33.3	35.2	55.8	45.5	-	-	-	-	35.6	40.3	29.6	-	30.0	-	27.2	-	34.1
FIRST QUARTILE	29.5	40.0	-	20.5	29.5	43.0	31.5	-	-	-	-	31.5	30.5	25.5	-	24.5	-	24.5	-	24.5
MEDIAN	36.5	43.0	-	34.5	38.0	60.0	47.5	-	-	-	-	35.5	43.0	27.5	-	30.5	-	28.5	-	31.5
THIRD QUARTILE	52.5	47.5	-	40.0	38.0	60.0	47.5	-	-	-	-	40.0	47.5	30.5	-	31.5	-	29.5	-	40.0
NO. COMPANIES	8	4	-	4	3	4	3	-	-	-	-	5	3	3	-	3	-	2	-	6
NO. EMPLOYEES	10	4	-	4	3	4	3	-	-	-	-	18	7	12	-	4	-	13	-	6

EDMONTON, AB

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

K. SPENCE
UNIVERSITY OF ALBERTA

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.7	-	-	32.7	31.5	38.5	45.6	-	-	-	-	40.9	41.4	36.8	-	36.2	39.5	34.8	41.1	36.6
FIRST QUARTILE	28.5	-	-	22.5	26.5	32.5	27.5	-	-	-	-	40.0	31.5	28.5	-	33.5	35.5	28.5	38.0	29.5
MEDIAN	38.0	-	-	36.5	30.5	38.0	60.0	-	-	-	-	43.0	43.0	38.0	-	36.5	35.5	32.5	43.0	33.5
THIRD QUARTILE	43.0	-	-	38.0	32.5	40.0	60.0	-	-	-	-	43.0	47.5	40.0	-	36.0	40.0	38.0	43.0	40.0
NO. COMPANIES	9	-	-	3	6	5	3	-	-	-	-	4	6	6	-	8	3	6	6	6
NO. EMPLOYEES	13	-	-	5	7	5	7	-	-	-	-	69	10	6	-	11	8	36	23	6

GRAND VALLEY, ON

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

W. PEGG
R. L. CRAIN, LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	-	28.6	23.2	27.0	37.2	-	24.4	24.3	-	-	38.6	36.7	27.9	41.2	23.9	37.5	27.2	28.3	30.0
FIRST QUARTILE	24.5	-	22.5	16.5	20.5	30.5	-	16.5	17.5	-	-	31.5	31.5	19.5	33.5	19.5	31.5	24.5	21.5	25.5
MEDIAN	28.5	-	28.5	20.5	25.5	35.5	-	20.5	19.5	-	-	38.0	35.5	29.5	43.0	22.5	36.5	27.5	27.5	29.5
THIRD QUARTILE	35.5	-	30.5	26.5	32.5	43.0	-	27.5	30.5	-	-	43.0	43.0	33.5	47.5	24.5	43.0	29.5	33.5	33.5
NO. COMPANIES	45	-	11	23	21	24	-	13	6	-	-	19	41	10	5	22	36	39	28	38
NO. EMPLOYEES	71	-	12	23	21	24	-	13	6	-	-	79	59	10	6	31	38	246	74	39

HAMILTON, ON

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

F. J. BROWN, C.A.M.
WALTER E. JACQUES & SONS LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	40.5	33.3	25.8	29.0	39.8	34.5	30.8	-	-	-	33.2	41.6	29.9	-	30.3	38.8	29.9	35.6	32.2
FIRST QUARTILE	25.5	30.5	23.5	17.5	21.5	33.5	27.5	22.5	-	-	-	26.5	34.5	24.5	-	23.5	30.5	27.5	30.5	27.5
MEDIAN	29.5	36.5	30.5	24.5	27.5	40.0	29.5	26.5	-	-	-	31.5	38.0	30.5	-	26.5	38.0	28.5	31.5	33.5
THIRD QUARTILE	36.5	47.5	38.0	30.5	33.5	47.5	38.0	34.5	-	-	-	35.5	52.5	34.5	-	38.0	47.5	33.5	40.0	36.5
NO. COMPANIES	29	7	8	13	14	16	4	8	-	-	-	10	25	11	-	13	20	24	11	21
NO. EMPLOYEES	29	9	8	13	16	16	4	8	-	-	-	30	34	11	-	16	22	103	23	21

REGINA, SK

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY

J. A. SALI
REED STENHOUSE INSURANCE LTD.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	40.8	45.6	-	35.1	37.2	51.4	41.6	43.8	-	45.2	-	41.7	48.7	37.8	45.3	32.8	52.2	35.1	41.7	43.0
FIRST QUARTILE	28.5	40.0	-	31.5	19.5	43.0	34.5	36.5	-	38.0	-	31.5	47.5	32.5	35.5	29.5	40.0	31.5	38.0	36.5
MEDIAN	43.0	43.0	-	33.5	35.5	52.5	43.0	47.5	-	47.5	-	40.0	47.5	33.5	47.5	31.5	57.5	35.5	40.0	40.0
THIRD QUARTILE	47.5	47.5	-	43.0	43.0	60.0	47.5	47.5	-	47.5	-	47.5	52.5	43.0	52.5	33.5	60.0	40.0	47.5	47.5
NO. COMPANIES	19	10	-	12	5	14	10	5	-	9	-	7	9	6	7	9	5	8	7	12
NO. EMPLOYEES	25	10	-	14	5	14	10	13	-	9	-	19	17	6	7	16	15	123	30	19

TORONTO, ON

MS. J. FINDLATER
JEAN FINDLATER & ASSOCIATES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.5	41.3	30.9	33.0	32.1	42.1	37.1	32.0	25.4	38.5	-	39.3	37.1	36.3	35.9	30.9	32.6	25.8	33.8	34.2
FIRST QUARTILE	31.5	35.5	26.5	28.5	22.5	32.5	33.5	22.5	25.5	31.5	-	27.5	29.5	31.5	34.5	22.5	23.5	21.5	28.5	28.5
MEDIAN	38.0	40.0	28.5	35.5	29.5	43.0	34.5	28.5	25.5	34.5	-	36.5	38.0	35.5	38.0	27.5	26.5	29.5	34.5	34.5
THIRD QUARTILE	43.0	43.0	34.5	36.5	34.5	52.5	40.0	32.5	25.5	43.0	-	47.5	43.0	40.0	38.0	40.0	43.0	29.5	38.0	40.0
NO. COMPANIES	27	11	10	11	15	25	10	12	4	9	-	7	15	19	7	13	10	11	9	14
NO. EMPLOYEES	33	15	10	13	16	25	12	12	13	12	-	69	31	26	7	28	26	132	23	17

VANCOUVER, BC

F. J. SMITH
DOGWOOD LODGE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.3	-	-	25.2	-	-	-	-	-	-	-	39.3	-	37.3	-	-	-	-	35.1	33.5
FIRST QUARTILE	24.5	-	-	21.5	-	-	-	-	-	-	-	36.5	-	33.5	-	-	-	-	33.5	24.5
MEDIAN	40.0	-	-	25.5	-	-	-	-	-	-	-	40.0	-	34.5	-	-	-	-	35.5	38.0
THIRD QUARTILE	43.0	-	-	25.5	-	-	-	-	-	-	-	40.0	-	38.0	-	-	-	-	35.5	38.0
NO. COMPANIES	4	-	-	3	-	-	-	-	-	-	-	4	-	4	-	-	-	-	2	2
NO. EMPLOYEES	5	-	-	3	-	-	-	-	-	-	-	5	-	4	-	-	-	-	5	3

VICTORIA, BC

MS. J. MCNAULT
MINISTRY GOVERNMENT SERVICES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.7	-	-	-	-	45.6	-	-	-	-	-	40.6	-	-	-	-	-	-	-	-
FIRST QUARTILE	31.5	-	-	-	-	40.0	-	-	-	-	-	38.0	-	-	-	-	-	-	-	-
MEDIAN	40.0	-	-	-	-	47.5	-	-	-	-	-	43.0	-	-	-	-	-	-	-	-
THIRD QUARTILE	40.0	-	-	-	-	47.5	-	-	-	-	-	43.0	-	-	-	-	-	-	-	-
NO. COMPANIES	3	-	-	-	-	4	-	-	-	-	-	2	-	-	-	-	-	-	-	-
NO. EMPLOYEES	3	-	-	-	-	4	-	-	-	-	-	14	-	-	-	-	-	-	-	-

WINNIPEG, MB

D. R. AITKEN
MANITOBA HYDRO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.6	44.3	30.1	28.6	27.9	40.9	34.2	42.6	-	39.5	-	32.0	32.6	-	-	32.1	46.5	35.5	39.6	30.7
FIRST QUARTILE	29.5	35.5	26.5	23.5	22.5	30.5	27.5	34.5	-	23.5	-	24.5	25.5	-	-	29.5	36.5	30.5	34.5	24.5
MEDIAN	36.5	43.0	27.5	27.5	25.5	43.0	33.5	43.0	-	43.0	-	27.5	34.5	-	-	30.5	43.0	36.5	40.0	28.5
THIRD QUARTILE	40.0	47.5	33.5	31.5	32.5	47.5	36.5	52.5	-	43.0	-	36.5	35.5	-	-	32.5	57.5	40.0	43.0	34.5
NO. COMPANIES	19	5	6	6	6	17	6	4	-	5	-	7	7	-	-	7	10	12	7	15
NO. EMPLOYEES	19	5	6	7	7	17	6	6	-	5	-	47	9	-	-	8	12	159	30	17

BOSTON, MA

EASTERN UNITED STATES

W. J. MESSER
COM/ENERGY SERVICES CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	23.5	28.0	-	22.5	-	45.8	35.3	24.8	-	-	-	29.5	-	-	-	-	-	-	-	27.7
FIRST QUARTILE	21.5	22.5	-	18.5	-	32.5	32.5	22.5	-	-	-	25.5	-	-	-	-	-	-	-	18.5
MEDIAN	22.5	24.5	-	20.5	-	43.0	33.5	23.5	-	-	-	28.5	-	-	-	-	-	-	-	23.5
THIRD QUARTILE	24.5	29.5	-	26.5	-	57.5	40.0	25.5	-	-	-	31.5	-	-	-	-	-	-	-	30.5
NO. COMPANIES	6	4	-	6	-	5	5	3	-	-	-	3	-	-	-	-	-	-	-	6
NO. EMPLOYEES	59	17	-	6	-	6	6	4	-	-	-	17	-	-	-	-	-	-	-	8

BUFFALO, NY

R. WIECHMAN
WHITING ROLLUP DOOR MFG.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	32.9	27.4	25.1	24.1	35.8	28.4	25.9	29.1	27.7	-	29.0	40.2	23.4	36.9	25.4	37.1	27.9	29.8	29.0
FIRST QUARTILE	21.5	23.5	22.5	18.5	18.5	28.5	20.5	21.5	20.5	15.0	-	25.5	32.5	18.5	22.5	20.5	28.5	20.5	24.5	22.5
MEDIAN	27.5	33.5	26.5	25.5	21.5	34.5	28.5	23.5	27.5	27.5	-	27.5	38.0	20.5	43.0	22.5	34.5	29.5	28.5	28.5
THIRD QUARTILE	35.5	38.0	32.5	30.5	25.5	43.0	31.5	27.5	30.5	29.5	-	32.5	43.0	24.5	43.0	32.5	43.0	31.5	35.5	33.5
NO. COMPANIES	31	14	12	16	19	27	11	19	4	5	-	6	21	11	7	14	21	25	18	28
NO. EMPLOYEES	44	17	12	16	20	27	11	20	4	5	-	70	34	11	7	14	30	314	55	32

CONCORD, NH

MS. M. SODERSTROM
BUSINESS & INDUSTRY ASSOCIATION OF N.H.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	33.7	28.0	18.9	23.2	33.1	22.3	25.3	-	-	-	26.9	40.8	-	29.2	24.8	37.9	21.3	31.0	29.6
FIRST QUARTILE	24.5	31.5	23.5	15.0	17.5	23.5	17.5	19.5	-	-	-	21.5	35.5	-	15.0	17.5	25.5	17.5	23.5	23.5
MEDIAN	30.5	33.5	25.5	15.5	20.5	35.5	19.5	21.5	-	-	-	24.5	40.0	-	28.5	22.5	36.5	20.5	30.5	27.5
THIRD QUARTILE	34.5	38.0	30.5	20.5	29.5	40.0	25.5	30.5	-	-	-	29.5	47.5	-	32.5	30.5	47.5	24.5	38.0	38.0
NO. COMPANIES	25	8	9	10	10	16	8	14	-	-	-	10	14	-	5	10	14	20	16	19
NO. EMPLOYEES	28	6	10	10	10	17	8	17	-	-	-	27	23	-	5	12	20	145	61	20

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

DELAWARE, DE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	J. CALDWELL CALDWELL TEMPORARY HELP		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	36.9	33.2	24.2	33.0	43.1	24.1	30.5	26.8	44.2	-	26.2	43.5	30.0	-	28.6	41.5	28.2	35.3	37.0
FIRST QUARTILE	25.5	26.5	28.5	16.5	18.5	29.5	15.0	20.5	23.5	29.5	-	23.5	21.5	15.5	-	23.5	22.5	25.5	30.5	27.5
MEDIAN	30.5	30.5	29.5	20.5	32.5	43.0	16.5	32.5	23.5	47.5	-	25.5	47.5	26.5	-	26.5	36.0	30.5	33.5	38.0
THIRD QUARTILE	40.0	47.5	33.5	26.5	38.0	60.0	25.5	36.5	29.5	52.5	-	28.5	57.5	36.5	-	30.5	60.0	31.5	40.0	43.0
NO. COMPANIES	22	7	5	10	9	15	8	12	6	5	-	8	8	11	-	10	12	9	8	11
NO. EMPLOYEES	25	8	6	11	11	17	14	12	6	5	-	180	10	12	-	11	16	185	35	15

FINGER LAKES, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	D. SMITH RANDO MACHINE CORP.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.7	-	-	23.5	28.3	43.1	-	27.6	-	-	-	36.8	46.3	-	38.2	27.4	-	24.7	29.9	31.3
FIRST QUARTILE	23.5	-	-	15.5	20.5	31.5	-	23.5	-	-	-	32.5	35.5	-	35.5	23.5	-	20.5	26.5	20.5
MEDIAN	33.5	-	-	23.5	27.5	40.0	-	26.5	-	-	-	35.5	40.0	-	36.5	25.5	-	24.5	28.5	33.5
THIRD QUARTILE	38.0	-	-	27.5	30.5	52.5	-	27.5	-	-	-	43.0	57.5	-	43.0	30.5	-	28.5	31.5	36.5
NO. COMPANIES	10	-	-	8	7	9	-	6	-	-	-	7	7	-	3	6	-	10	6	9
NO. EMPLOYEES	11	-	-	8	7	9	-	7	-	-	-	6	12	-	10	9	-	111	14	9

GREATER BRIDGEPORT, CT

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	M. McGRATH MANPOWER, INC.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.5	-	30.6	21.9	29.8	38.7	26.5	33.3	-	-	-	28.6	39.2	41.7	-	26.3	39.8	27.0	34.7	31.2
FIRST QUARTILE	27.5	-	20.5	20.5	26.5	33.5	20.5	23.5	-	-	-	24.5	32.5	26.5	-	22.5	33.5	24.5	29.5	23.5
MEDIAN	33.5	-	25.5	22.5	31.5	38.0	26.5	35.5	-	-	-	25.5	43.0	43.0	-	23.5	43.0	27.5	32.5	30.5
THIRD QUARTILE	34.5	-	33.5	23.5	33.5	43.0	27.5	38.0	-	-	-	30.5	43.0	52.5	-	27.5	43.0	29.5	43.0	35.5
NO. COMPANIES	8	-	4	8	6	9	5	5	-	-	-	3	7	5	-	6	4	7	4	9
NO. EMPLOYEES	8	-	4	8	6	10	5	5	-	-	-	6	20	7	-	6	5	58	6	9

HARRISBURG AREA, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	M. T. BONGIORNO PENNSYLVANIA BLUE SHIELD		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.7	28.7	24.1	29.6	29.0	35.3	29.1	26.2	22.5	34.0	-	22.9	31.6	24.0	32.2	26.5	48.5	25.0	32.9	29.9
FIRST QUARTILE	23.5	24.5	22.5	23.5	21.5	28.5	20.5	15.0	22.5	27.5	-	17.5	22.5	17.5	24.5	23.5	43.0	22.5	29.5	21.5
MEDIAN	32.5	27.5	24.5	30.5	27.5	32.5	28.5	27.5	23.5	28.5	-	19.5	30.5	20.5	30.5	25.5	47.5	25.5	33.5	30.5
THIRD QUARTILE	38.0	31.5	28.5	36.5	38.0	43.0	33.5	32.5	23.5	35.5	-	27.5	40.0	29.5	38.0	29.5	57.5	27.5	35.5	38.0
NO. COMPANIES	27	12	9	14	11	21	12	9	8	6	-	10	11	16	7	13	8	8	10	16
NO. EMPLOYEES	36	18	101	38	15	22	19	12	209	6	-	65	17	16	9	40	12	280	40	20

HARTFORD, CT

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	A. BISCHOFF NATIONWIDE INSURANCE CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.7	-	35.5	26.3	-	37.8	25.2	28.2	21.9	-	-	31.5	-	36.5	-	25.4	-	25.3	29.9	29.3
FIRST QUARTILE	27.5	-	30.5	21.5	-	30.5	20.5	22.5	15.5	-	-	23.5	-	19.5	-	15.5	-	23.5	27.5	15.0
MEDIAN	34.5	-	38.0	25.5	-	36.0	25.5	31.5	20.5	-	-	35.5	-	38.0	-	25.5	-	24.5	29.5	32.5
THIRD QUARTILE	36.5	-	38.0	30.5	-	38.0	27.5	31.5	26.5	-	-	35.5	-	43.0	-	31.5	-	26.5	30.5	36.5
NO. COMPANIES	10	-	3	6	-	9	5	5	5	-	-	5	-	5	-	4	-	3	4	5
NO. EMPLOYEES	10	-	3	6	-	9	7	9	5	-	-	24	-	5	-	8	-	62	19	5

LANCASTER, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	MS. J. L. KLINE WAY OIL CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.0	-	31.6	22.4	30.8	35.3	23.8	33.3	-	-	-	31.3	38.2	32.1	34.5	-	40.9	26.4	27.3	27.4
FIRST QUARTILE	22.5	-	21.5	15.0	21.5	27.5	16.5	20.5	-	-	-	22.5	35.5	15.5	20.5	-	35.5	21.5	23.5	22.5
MEDIAN	30.5	-	35.5	19.5	26.5	33.5	20.5	28.5	-	-	-	27.5	38.0	31.5	29.5	-	38.0	23.5	28.5	25.5
THIRD QUARTILE	38.0	-	36.5	28.5	36.5	38.0	24.5	40.0	-	-	-	35.5	40.0	35.5	35.5	-	40.0	31.5	30.5	31.5
NO. COMPANIES	19	-	7	12	9	19	8	8	-	-	-	9	11	8	4	-	10	12	10	20
NO. EMPLOYEES	22	-	7	12	10	19	8	8	-	-	-	61	40	9	4	-	12	154	31	25

LEHIGH VALLEY, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MRS. L. B. MARTIN, RODALE PRESS, INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	32.9	32.4	25.1	23.5	35.9	-	28.0	17.5	34.6	-	26.8	39.6	26.9	-	27.2	49.1	30.1	35.4	32.3
FIRST QUARTILE	20.5	27.5	23.5	15.0	18.5	25.5	-	25.5	15.5	26.5	-	24.5	29.5	17.5	-	19.5	43.0	26.5	31.5	25.5
MEDIAN	24.5	28.5	26.5	20.5	22.5	34.5	-	27.5	16.5	28.5	-	27.5	35.5	25.5	-	25.5	52.5	30.5	35.5	31.5
THIRD QUARTILE	33.5	36.5	32.5	27.5	28.5	43.0	-	28.5	19.5	38.0	-	28.5	52.5	31.5	-	32.5	57.5	32.5	40.0	35.5
NO. COMPANIES	19	6	10	11	10	22	-	10	5	5	-	9	9	7	-	10	14	14	11	18
NO. EMPLOYEES	23	8	11	11	10	23	-	11	5	5	-	86	10	8	-	10	38	564	144	20

METROPOLITAN NEW JERSEY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. E. CLARY, CIBA-GEIGY CORP.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.5	20.1	32.0	26.6	33.5	39.2	36.4	32.4	30.8	38.5	-	35.4	45.0	34.8	41.5	31.4	50.0	29.8	36.0	40.5
FIRST QUARTILE	33.5	21.5	25.5	20.5	30.5	28.5	27.5	23.5	25.5	33.5	-	30.5	32.5	23.5	34.5	25.5	40.0	25.5	35.5	24.5
MEDIAN	38.0	29.5	27.5	24.5	32.5	33.5	30.5	36.5	31.5	38.0	-	34.5	43.0	33.5	36.5	28.5	52.5	29.5	35.5	43.0
THIRD QUARTILE	43.0	31.5	38.0	32.5	36.5	52.5	43.0	38.0	31.5	43.0	-	35.5	60.0	35.5	47.5	40.0	60.0	32.5	36.5	52.5
NO. COMPANIES	20	5	8	14	15	15	10	14	3	10	-	7	8	14	5	10	10	10	4	18
NO. EMPLOYEES	20	5	10	17	20	18	10	19	3	10	-	23	13	15	5	16	10	65	7	21

MONTGOMERY COUNTY, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — D. HOUPT, C.A.M., NARCO SCIENTIFIC, INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.3	36.9	-	23.3	29.8	32.1	-	-	-	-	-	-	46.4	32.3	-	27.0	35.5	29.7	25.5	30.1
FIRST QUARTILE	24.5	35.5	-	15.5	26.5	18.5	-	-	-	-	-	-	40.0	22.5	-	16.5	26.5	26.5	20.5	24.5
MEDIAN	29.5	36.5	-	17.5	29.5	31.5	-	-	-	-	-	-	47.5	27.5	-	22.5	31.5	27.5	25.5	27.5
THIRD QUARTILE	34.5	38.0	-	29.5	29.5	34.5	-	-	-	-	-	-	52.5	43.0	-	31.5	43.0	31.5	25.5	33.5
NO. COMPANIES	12	4	-	4	3	5	-	-	-	-	-	-	7	6	-	4	6	3	4	9
NO. EMPLOYEES	16	6	-	4	3	5	-	-	-	-	-	-	10	6	-	4	12	13	11	10

NEW YORK, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. D. A. BIANCO, DELOITTE HASKINS & SELLS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.3	42.2	37.3	32.8	40.3	47.1	35.3	33.7	24.0	34.4	-	33.3	49.6	36.5	35.6	25.5	48.0	22.9	27.0	33.5
FIRST QUARTILE	29.5	38.0	32.5	24.5	31.5	36.0	27.5	29.5	21.5	28.5	-	26.5	40.0	31.5	28.5	21.5	36.5	20.5	23.5	25.5
MEDIAN	34.5	40.0	35.5	26.5	40.0	47.5	30.5	36.5	23.5	30.5	-	34.5	52.5	34.5	32.5	23.5	47.5	21.5	26.5	32.5
THIRD QUARTILE	40.0	47.5	38.0	40.0	47.5	60.0	38.0	36.0	24.5	38.0	-	38.0	60.0	40.0	38.0	24.5	52.5	23.5	28.5	43.0
NO. COMPANIES	32	13	3	16	10	22	15	7	8	10	-	5	9	24	10	7	4	5	4	18
NO. EMPLOYEES	33	23	4	16	10	22	16	7	13	12	-	12	28	24	14	17	16	239	64	22

PHILADELPHIA, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — K. LOVE, ASTM

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	37.1	30.8	26.2	-	39.3	28.6	32.9	25.0	40.6	-	23.2	40.3	33.1	29.8	24.9	39.0	25.3	29.6	30.5
FIRST QUARTILE	26.5	32.5	25.5	18.5	-	29.5	20.5	26.5	20.5	28.5	-	18.5	34.5	24.5	25.5	22.5	21.5	20.5	22.5	26.5
MEDIAN	33.5	35.5	30.5	24.5	-	40.0	26.5	31.5	20.5	38.0	-	21.5	38.0	33.5	29.5	24.5	43.0	27.5	30.5	29.5
THIRD QUARTILE	38.0	40.0	38.0	30.5	-	47.5	35.5	36.5	33.5	47.5	-	25.5	47.5	40.0	34.5	29.5	43.0	27.5	32.5	34.5
NO. COMPANIES	19	7	6	12	-	20	9	10	10	7	-	2	11	17	6	10	3	7	5	17
NO. EMPLOYEES	24	23	6	12	-	30	10	16	10	9	-	37	19	19	6	10	3	25	7	25

PITTSBURGH, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — W. L. MAINE, C. C. MURPHY CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.7	38.8	36.4	26.6	33.5	37.6	34.4	33.9	25.4	36.1	-	-	47.1	30.4	44.3	28.0	43.1	29.3	35.5	37.2
FIRST QUARTILE	30.5	33.5	27.5	17.5	28.5	29.5	27.5	22.5	16.5	20.5	-	-	40.0	24.5	30.5	20.5	32.5	28.5	34.5	26.5
MEDIAN	36.5	40.0	33.5	25.5	35.5	35.5	33.5	25.5	24.5	35.5	-	-	47.5	30.5	43.0	28.5	43.0	29.5	35.5	35.5
THIRD QUARTILE	52.5	43.0	43.0	35.5	38.0	43.0	40.0	52.5	27.5	43.0	-	-	57.5	36.5	57.5	33.5	60.0	29.5	36.5	47.5
NO. COMPANIES	33	13	13	23	12	30	8	14	7	7	-	-	18	14	8	13	24	24	19	28
NO. EMPLOYEES	48	23	22	24	27	30	10	32	7	8	-	-	70	15	13	13	37	3923	840	43

PORTLAND, ME

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. S. WRIGHT, PORTLAND WILLAMETTE CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.6	34.7	24.9	18.6	19.0	35.7	28.1	26.3	17.7	27.2	-	33.1	37.4	26.7	42.8	20.3	45.3	22.1	26.1	30.3
FIRST QUARTILE	19.5	28.5	18.5	15.0	16.5	24.5	15.0	17.5	15.0	15.0	-	29.5	25.5	22.5	28.5	15.5	34.5	17.5	21.5	19.5
MEDIAN	26.5	35.5	21.5	15.5	19.5	32.5	24.5	22.5	15.5	26.5	-	31.5	35.5	24.5	47.5	20.5	34.5	22.5	24.5	28.5
THIRD QUARTILE	28.5	35.5	22.5	19.5	19.5	38.0	25.5	28.5	15.5	26.5	-	38.0	43.0	27.5	47.5	23.5	57.5	25.5	30.5	33.5
NO. COMPANIES	19	3	5	9	7	12	4	8	3	3	-	5	9	12	3	6	6	8	6	8
NO. EMPLOYEES	21	3	7	9	7	13	4	8	3	3	-	7	11	12	3	6	6	58	24	13

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER

(AMOUNTS IN THOUSANDS OF DOLLARS)

PROVIDENCE, RI

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — A. F. WRIGHT, AMS PROVIDENCE CHAPTER

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	-	30.0	17.7	-	30.3	-	24.1	-	-	-	24.5	37.1	32.6	-	35.1	42.0	22.7	31.3	29.1
FIRST QUARTILE	23.5	-	22.5	16.5	-	20.5	-	16.5	-	-	-	17.5	30.5	20.5	-	25.5	36.5	20.5	27.5	24.5
MEDIAN	29.5	-	30.5	17.5	-	27.5	-	23.5	-	-	-	26.5	38.0	32.5	-	27.5	40.0	22.5	29.5	30.5
THIRD QUARTILE	36.5	-	32.5	17.5	-	38.0	-	25.5	-	-	-	29.5	47.5	34.5	-	40.0	47.5	25.5	32.5	32.5
NO. COMPANIES	13	-	4	6	-	9	-	7	-	-	-	4	11	4	-	4	6	8	5	8
NO. EMPLOYEES	14	-	4	7	-	9	-	8	-	-	-	5	14	4	-	4	6	45	9	8

READING, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. A. KESSLER, BANK OF PENNSYLVANIA

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	-	26.2	27.6	27.3	37.7	29.5	27.2	-	42.1	-	24.9	34.9	26.7	-	29.9	43.1	26.8	32.3	30.1
FIRST QUARTILE	23.5	-	21.5	19.5	21.5	28.5	16.5	24.5	-	40.0	-	21.5	26.5	15.0	-	26.5	40.0	21.5	28.5	22.5
MEDIAN	26.5	-	23.5	26.5	26.5	35.5	29.5	27.5	-	43.0	-	24.5	31.5	24.5	-	29.5	43.0	25.5	33.5	27.5
THIRD QUARTILE	33.5	-	28.5	36.5	28.5	40.0	38.0	28.5	-	47.5	-	27.5	43.0	31.5	-	32.5	47.5	33.5	38.0	36.5
NO. COMPANIES	12	-	10	11	9	14	9	6	-	6	-	7	7	5	-	6	10	12	13	16
NO. EMPLOYEES	19	-	12	11	12	14	9	9	-	6	-	129	20	5	-	11	30	200	59	18

ROCHESTER, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. J. L. MERLE, PERK DEVELOPMENT CORP.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.6	-	-	26.7	27.6	41.8	27.1	-	-	-	-	25.9	37.7	25.8	33.7	31.5	35.6	27.7	29.4	31.1
FIRST QUARTILE	27.5	-	-	15.0	21.5	33.5	17.5	-	-	-	-	22.5	23.5	20.5	25.5	16.5	32.5	23.5	22.5	30.5
MEDIAN	31.5	-	-	29.5	24.5	38.0	23.5	-	-	-	-	25.5	30.5	22.5	32.5	32.5	33.5	27.5	23.5	32.5
THIRD QUARTILE	35.5	-	-	29.5	31.5	43.0	27.5	-	-	-	-	27.5	52.5	31.5	32.5	33.5	36.5	31.5	32.5	33.5
NO. COMPANIES	7	-	-	3	7	7	4	-	-	-	-	3	4	6	3	4	3	5	5	6
NO. EMPLOYEES	7	-	-	3	7	7	4	-	-	-	-	62	14	6	3	5	4	47	18	6

SOUTHERN CONNECTICUT

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — P. McGIVNEY, ETHAN ALLEN INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.9	44.0	35.7	29.2	34.0	46.5	-	37.6	22.8	40.2	-	31.2	37.3	34.9	37.8	27.3	52.3	24.4	31.7	36.5
FIRST QUARTILE	29.5	35.5	31.5	23.5	25.5	38.0	-	32.5	18.5	32.5	-	26.5	32.5	26.5	29.5	19.5	47.5	20.5	27.5	29.5
MEDIAN	34.5	43.0	34.5	29.5	31.5	47.5	-	38.0	20.5	38.0	-	30.5	34.5	30.5	36.0	26.5	52.5	23.5	31.5	35.5
THIRD QUARTILE	40.0	52.5	43.0	33.5	40.0	52.5	-	43.0	26.5	47.5	-	33.5	40.0	38.0	43.0	29.5	57.5	27.5	33.5	40.0
NO. COMPANIES	21	9	10	15	18	21	-	14	7	12	-	6	13	12	9	9	10	11	6	19
NO. EMPLOYEES	29	10	10	15	24	21	-	25	7	12	-	33	85	13	12	13	16	195	20	31

SYRACUSE, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. R. LOFTUS, PENFIELD MANUFACTURING CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	28.8	-	23.1	-	34.8	26.8	28.1	24.4	-	-	27.7	45.2	25.1	42.0	27.1	43.6	21.4	26.0	31.2
FIRST QUARTILE	20.5	19.5	-	18.5	-	23.5	21.5	21.5	15.0	-	-	27.5	40.0	16.5	35.5	20.5	23.5	20.5	24.5	20.5
MEDIAN	32.5	32.5	-	23.5	-	35.5	27.5	27.5	24.5	-	-	28.5	47.5	24.5	43.0	25.5	43.0	20.5	27.5	26.5
THIRD QUARTILE	38.0	32.5	-	27.5	-	38.0	29.5	31.5	28.5	-	-	29.5	52.5	27.5	43.0	31.5	52.5	21.5	28.5	35.5
NO. COMPANIES	10	3	-	5	-	8	6	7	4	-	-	5	9	8	3	5	6	6	4	8
NO. EMPLOYEES	13	3	-	5	-	8	6	10	4	-	-	93	14	8	3	5	9	111	21	9

TRIPLE CITIES, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. STEMPHOSKI, OUR LADY OF LOURDES HOSPITAL

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	26.4	25.9	22.5	21.0	34.4	27.0	-	-	-	-	35.4	49.2	-	36.1	-	44.6	23.9	31.3	31.5
FIRST QUARTILE	-	19.5	19.5	20.5	16.5	26.5	24.5	-	-	-	-	32.5	43.0	-	22.5	-	30.5	21.5	27.5	26.5
MEDIAN	-	23.5	22.5	21.5	19.5	29.5	26.5	-	-	-	-	36.5	52.5	-	31.5	-	43.0	23.5	30.5	30.5
THIRD QUARTILE	-	26.5	30.5	24.5	21.5	43.0	27.5	-	-	-	-	38.0	52.5	-	43.0	-	52.5	25.5	33.5	35.5
NO. COMPANIES	-	5	5	6	4	8	3	-	-	-	-	4	4	-	4	-	4	5	4	6
NO. EMPLOYEES	-	7	5	6	4	8	4	-	-	-	-	15	11	-	4	-	4	71	13	8

WESTCHESTER, NY

B. WIGGIN
COVERTEMP INC.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	33.0	31.3	22.4	27.7	33.6	23.7	30.9	-	32.2	-	25.1	43.6	31.6	36.1	27.9	43.5	23.2	26.4	31.2
FIRST QUARTILE	27.5	24.5	23.5	17.5	20.5	24.5	17.5	21.5	-	25.5	-	20.5	33.5	22.5	26.5	26.5	34.5	20.5	22.5	24.5
MEDIAN	29.5	31.5	25.5	20.5	27.5	30.5	22.5	26.5	-	27.5	-	23.5	47.5	29.5	38.0	29.5	47.5	22.5	26.5	29.5
THIRD QUARTILE	38.0	36.5	38.0	23.5	33.5	35.5	25.5	38.0	-	36.5	-	27.5	52.5	35.5	40.0	30.5	47.5	23.5	28.5	36.5
NO. COMPANIES	27	9	9	12	21	32	9	15	-	5	-	8	18	15	8	13	7	10	6	23
NO. EMPLOYEES	32	9	10	12	24	33	12	16	-	6	-	134	27	16	11	19	10	41	27	24

WESTERN MASSACHUSETTS

R. SCOUGALL
EMPLOYEE ASSOCIATION OF WESTERN MASS.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.1	36.3	28.4	23.3	26.8	34.8	28.5	27.3	18.6	30.2	-	20.6	38.8	27.8	32.9	25.1	40.6	25.2	27.2	31.2
FIRST QUARTILE	22.5	26.5	22.5	18.5	20.5	25.5	18.5	20.5	16.5	23.5	-	15.5	32.5	19.5	22.5	19.5	31.5	22.5	23.5	23.5
MEDIAN	29.5	34.5	25.5	22.5	23.5	35.5	27.5	25.5	17.5	25.5	-	18.5	38.0	27.5	31.5	22.5	40.0	24.5	27.5	30.5
THIRD QUARTILE	36.5	38.0	33.5	26.5	32.5	38.0	35.5	33.5	19.5	32.5	-	22.5	47.5	35.5	38.0	26.5	47.5	28.5	30.5	38.0
NO. COMPANIES	42	11	18	20	12	47	15	29	11	7	-	9	30	13	9	16	40	42	36	42
NO. EMPLOYEES	43	11	18	20	12	51	15	30	11	7	-	76	40	13	9	20	45	349	90	42

WORCESTER, MA

MS. Y. McGRATH
CMEA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.0	32.9	27.8	24.0	26.3	32.4	25.3	28.3	31.0	34.8	-	26.7	43.2	27.0	31.5	25.2	39.2	24.1	29.3	29.9
FIRST QUARTILE	23.5	21.5	20.5	16.5	20.5	24.5	18.5	20.5	23.5	23.5	-	18.5	29.5	19.5	15.0	19.5	30.5	21.5	24.5	23.5
MEDIAN	28.5	33.5	27.5	21.5	23.5	30.5	23.5	26.5	33.5	30.5	-	22.5	43.0	23.5	31.5	22.5	38.0	24.5	28.5	28.5
THIRD QUARTILE	34.5	40.0	31.5	28.5	32.5	36.5	29.5	34.5	35.5	38.0	-	31.5	57.5	31.5	40.0	28.5	47.5	26.5	33.5	34.5
NO. COMPANIES	77	16	36	33	42	70	21	41	5	11	-	17	60	28	10	39	76	80	54	76
NO. EMPLOYEES	79	17	37	34	46	72	22	61	6	11	-	89	147	28	10	48	116	550	182	83

YORK, PA

M. C. MILLER
STANDARD REGISTER CO.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	29.2	35.4	25.5	25.3	35.7	-	29.8	21.5	36.3	-	38.0	40.8	29.0	-	27.2	43.2	24.0	31.3	29.7
FIRST QUARTILE	23.5	26.5	27.5	20.5	18.5	20.5	-	26.5	15.5	30.5	-	35.5	34.5	21.5	-	20.5	36.5	21.5	25.5	20.5
MEDIAN	27.5	29.5	28.5	23.5	23.5	40.0	-	27.5	21.5	31.5	-	38.0	38.0	23.5	-	27.5	43.0	24.5	31.5	31.5
THIRD QUARTILE	34.5	29.5	38.0	30.5	31.5	47.5	-	34.5	21.5	43.0	-	40.0	47.5	29.5	-	30.5	47.5	25.5	34.5	34.5
NO. COMPANIES	14	3	4	10	10	13	-	11	3	6	-	2	12	10	-	13	15	15	12	15
NO. EMPLOYEES	17	3	4	10	10	13	-	14	3	6	-	13	15	10	-	13	13	258	91	17

AKRON-CANTON, OH

EAST CENTRAL UNITED STATES

H. DANNEMILLER
BETSY ROSS FOODS, INC.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.5	36.5	32.1	26.3	32.8	39.2	30.1	32.5	30.0	34.4	-	29.4	37.8	33.9	-	31.1	41.1	26.6	31.7	33.6
FIRST QUARTILE	29.5	27.5	24.5	24.5	24.5	26.5	23.5	27.5	18.5	27.5	-	21.5	33.5	28.5	-	24.5	33.5	25.5	30.5	29.5
MEDIAN	35.5	36.5	31.5	28.5	29.5	36.0	29.5	32.5	30.5	36.0	-	27.5	36.5	33.5	-	30.5	33.0	25.5	31.5	32.5
THIRD QUARTILE	36.5	40.0	36.5	31.5	35.5	43.0	34.5	36.5	33.5	40.0	-	33.5	43.0	36.5	-	35.5	47.5	29.5	33.5	34.5
NO. COMPANIES	20	9	16	13	16	25	17	14	5	11	-	5	17	10	-	16	14	19	16	25
NO. EMPLOYEES	22	9	17	14	18	25	17	15	5	11	-	75	50	11	-	16	20	477	93	28

BATTLE CREEK-KALAMAZOO, MI

MS. L. DAVIS
W. K. KELLOGG FOUNDATION

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	35.7	33.7	27.0	28.9	41.1	29.1	-	25.9	28.2	-	26.6	42.2	33.9	45.5	32.3	47.5	29.4	33.2	34.4
FIRST QUARTILE	27.5	28.5	25.5	17.5	22.5	29.5	20.5	-	15.0	15.5	-	18.5	38.0	20.5	38.0	23.5	30.5	24.5	27.5	23.5
MEDIAN	33.5	32.5	32.5	23.5	31.5	43.0	26.5	-	26.5	27.5	-	23.5	38.0	32.5	43.0	29.5	52.5	29.5	32.5	32.5
THIRD QUARTILE	38.0	36.5	40.0	35.5	31.5	52.5	30.5	-	32.5	34.5	-	31.5	47.5	40.0	57.5	43.0	57.5	34.5	40.0	36.5
NO. COMPANIES	30	9	15	18	17	34	15	-	5	7	-	11	14	9	6	11	17	24	18	23
NO. EMPLOYEES	30	9	15	18	25	47	16	-	5	17	-	87	23	9	6	16	25	365	80	24

CHICAGO, IL

F. ARADO
AMERICAN COLLEGE OF SURGEONS

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.8	31.4	37.7	24.7	35.2	42.8	30.0	34.4	24.8	35.1	42.8	24.5	48.5	35.0	36.3	30.5	45.6	28.3	29.5	35.4
FIRST QUARTILE	27.5	23.5	33.5	20.5	24.5	31.5	21.5	26.5	19.5	28.5	23.5	19.5	43.0	26.5	24.5	26.5	38.0	24.5	23.5	27.5
MEDIAN	31.5	30.5	38.0	24.5	33.5	43.0	27.5	34.5	21.5	33.5	32.5	22.5	47.5	34.5	36.5	31.5	47.5	26.5	28.5	33.5
THIRD QUARTILE	43.0	38.0	38.0	28.5	43.0	52.5	35.5	38.0	27.5	36.5	57.5	25.5	57.5	38.0	43.0	34.5	47.5	31.5	32.5	40.0
NO. COMPANIES	30	16	9	24	20	29	20	15	14	15	4	6	12	22	10	16	10	11	8	22
NO. EMPLOYEES	40	39	11	26	21	31	21	20	14	16	4	81	16	23	11	32	17	142	97	24

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

CINCINNATI, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — W. J. SCHUTTE, NATIONAL UNDERWRITER CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	32.2	32.4	23.4	28.1	34.0	25.0	27.9	23.5	26.9	-	28.0	23.8	31.9	30.9	29.4	41.3	25.3	30.4	31.6
FIRST QUARTILE	24.5	25.5	25.5	19.5	19.5	25.5	18.5	22.5	17.5	21.5	-	17.5	15.5	28.5	25.5	21.5	32.5	21.5	26.5	25.5
MEDIAN	28.5	31.5	27.5	21.5	27.5	32.5	22.5	26.5	18.5	26.5	-	23.5	18.5	33.5	28.5	27.5	38.0	24.5	29.5	30.5
THIRD QUARTILE	35.5	35.5	34.5	24.5	35.5	40.0	29.5	31.5	31.5	28.5	-	33.5	29.5	33.5	36.5	34.5	47.5	28.5	34.5	35.5
NO. COMPANIES	47	18	19	33	24	45	21	26	6	15	-	15	32	26	7	24	31	33	27	43
NO. EMPLOYEES	55	19	19	33	29	45	35	31	6	15	-	56	236	49	8	36	47	385	128	46

CLEVELAND, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — E. R. SCHNUPP, ERNST & WHINNEY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.5	38.3	32.9	25.8	27.9	43.9	30.8	24.3	24.4	34.7	-	26.2	40.6	28.5	37.2	29.3	45.6	27.2	30.3	36.5
FIRST QUARTILE	28.5	28.5	26.5	18.5	20.5	36.5	24.5	15.0	18.5	31.5	-	19.5	34.5	21.5	26.5	28.5	43.0	23.5	26.5	27.5
MEDIAN	35.5	38.0	31.5	22.5	27.5	43.0	30.5	22.5	21.5	32.5	-	24.5	38.0	28.5	34.5	28.5	47.5	26.5	29.5	35.5
THIRD QUARTILE	38.0	43.0	35.5	31.5	34.5	52.5	33.5	30.5	24.5	36.5	-	30.5	47.5	34.5	47.5	29.5	47.5	30.5	35.5	43.0
NO. COMPANIES	30	15	10	19	14	20	15	14	12	10	-	7	14	20	8	6	9	9	8	17
NO. EMPLOYEES	35	17	10	20	17	21	15	22	13	10	-	91	31	40	17	23	19	120	19	22

COLUMBUS, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. T. MATHIS, STOKELY-VAN CAMP, INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	-	28.7	24.0	23.9	37.8	28.7	22.8	23.2	34.7	-	-	19.0	30.9	26.4	26.0	46.7	27.4	32.5	32.4
FIRST QUARTILE	22.5	-	28.5	16.5	18.5	26.5	21.5	15.0	17.5	27.5	-	-	15.5	24.5	19.5	19.5	43.0	24.5	30.5	23.5
MEDIAN	30.5	-	29.5	20.5	23.5	35.5	29.5	20.5	20.5	31.5	-	-	16.5	31.5	25.5	20.5	43.0	28.5	33.5	29.5
THIRD QUARTILE	38.0	-	29.5	30.5	28.5	47.5	33.5	28.5	23.5	43.0	-	-	19.5	35.5	26.5	32.5	52.5	30.5	34.5	40.0
NO. COMPANIES	21	-	6	12	8	19	14	11	8	7	-	-	14	11	5	9	10	12	6	21
NO. EMPLOYEES	27	-	6	13	9	21	25	14	9	7	-	-	359	13	7	20	11	126	20	21

DAYTON, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. C. PALMER, MANPOWER INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.6	34.8	32.0	25.5	27.9	34.9	25.3	29.2	24.1	28.9	-	24.4	40.2	25.7	30.8	27.5	36.9	24.7	29.9	29.6
FIRST QUARTILE	25.5	30.5	26.5	24.5	20.5	26.5	19.5	18.5	23.5	23.5	-	20.5	32.5	20.5	25.5	22.5	32.5	22.5	25.5	20.5
MEDIAN	32.5	33.5	32.5	25.5	23.5	35.5	25.5	31.5	23.5	27.5	-	22.5	38.0	25.5	26.5	28.5	34.5	24.5	29.5	31.5
THIRD QUARTILE	35.5	40.0	38.0	29.5	29.5	40.0	26.5	33.5	24.5	33.5	-	25.5	47.5	28.5	33.5	31.5	40.0	25.5	33.5	36.5
NO. COMPANIES	20	10	6	9	15	18	8	13	4	9	-	4	14	12	6	12	10	12	9	16
NO. EMPLOYEES	23	10	6	10	15	18	8	13	11	9	-	54	62	13	6	17	17	157	64	17

DETROIT AREA, MI

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — E. SKAMFERA, MANUFACTURERS NATIONAL BANK

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.5	-	-	25.3	27.3	36.7	-	-	23.5	-	-	27.3	41.6	-	-	25.1	-	23.4	-	34.3
FIRST QUARTILE	28.5	-	-	19.5	15.0	27.5	-	-	19.5	-	-	23.5	33.5	-	-	19.5	-	21.5	-	23.5
MEDIAN	34.5	-	-	23.5	27.5	34.5	-	-	23.5	-	-	26.5	35.5	-	-	26.5	-	23.5	-	29.5
THIRD QUARTILE	40.0	-	-	29.5	35.5	43.0	-	-	26.5	-	-	29.5	47.5	-	-	26.5	-	24.5	-	47.5
NO. COMPANIES	10	-	-	6	5	8	-	-	5	-	-	8	6	-	-	4	-	3	-	6
NO. EMPLOYEES	10	-	-	6	5	8	-	-	5	-	-	79	6	-	-	5	-	15	-	6

EVANSVILLE, IN

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — I. SHRODE, WESTINGHOUSE ELECTRIC SUPPLY CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	25.4	27.0	20.1	24.0	33.3	22.3	26.7	-	-	-	28.5	33.3	22.4	22.3	23.5	43.5	24.0	28.4	29.4
FIRST QUARTILE	24.5	15.0	18.5	15.0	16.5	23.5	19.5	22.5	-	-	-	20.5	29.5	15.0	15.0	21.5	35.5	20.5	27.5	24.5
MEDIAN	29.5	24.5	22.5	19.5	21.5	32.5	20.5	27.5	-	-	-	28.5	31.5	16.5	24.5	23.5	43.0	22.5	28.5	26.5
THIRD QUARTILE	36.5	30.5	32.5	20.5	29.5	38.0	22.5	28.5	-	-	-	32.5	38.0	24.5	24.5	24.5	47.5	25.5	30.5	30.5
NO. COMPANIES	15	4	5	7	11	16	4	5	-	-	-	5	11	5	3	10	10	10	8	14
NO. EMPLOYEES	17	4	5	7	14	16	4	5	-	-	-	29	26	7	3	12	13	86	39	14

FORT WAYNE, IN

MS. N. MULL
INDUSTRA PRODUCTS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.6	28.2	30.1	25.2	26.0	32.9	23.3	26.5	17.4	31.1	-	22.1	39.6	27.9	31.5	25.0	41.0	27.3	30.5	31.9
FIRST QUARTILE	26.5	25.5	25.5	15.0	20.5	25.5	16.5	16.5	15.0	26.5	-	16.5	35.5	22.5	24.5	20.5	35.5	22.5	26.5	25.5
MEDIAN	33.5	25.5	31.5	22.5	27.5	32.5	21.5	26.5	15.0	32.5	-	21.5	40.0	24.5	32.5	23.5	38.0	25.5	29.5	34.5
THIRD QUARTILE	35.5	28.5	32.5	30.5	30.5	36.0	26.5	31.5	17.5	34.5	-	25.5	43.0	30.5	33.5	26.5	43.0	31.5	32.5	38.0
NO. COMPANIES	21	7	11	17	17	34	12	13	5	7	-	4	16	6	5	14	21	26	19	26
NO. EMPLOYEES	31	12	11	18	17	35	13	15	5	7	-	27	23	6	5	17	23	314	78	34

INDIANAPOLIS, IN

MS. M. J. DIGGS
AETNA LIFE & CASUALTY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	32.6	-	22.8	-	37.5	33.5	32.8	-	32.0	-	24.9	33.2	25.6	45.2	27.8	-	29.5	-	30.8
FIRST QUARTILE	-	28.5	-	15.5	-	27.5	30.5	31.5	-	24.5	-	20.5	25.5	17.5	30.5	15.0	-	28.5	-	24.5
MEDIAN	-	31.5	-	23.5	-	35.5	30.5	32.5	-	33.5	-	23.5	28.5	26.5	47.5	32.5	-	29.5	-	28.5
THIRD QUARTILE	-	33.5	-	27.5	-	43.0	36.5	38.0	-	34.5	-	28.5	34.5	29.5	47.5	36.5	-	31.5	-	36.5
NO. COMPANIES	-	4	-	8	-	15	3	5	-	4	-	5	4	9	3	5	-	2	-	7
NO. EMPLOYEES	-	5	-	8	-	16	4	6	-	4	-	65	7	9	3	5	-	10	-	7

LANSING, MI

MS. J. WALDO
FARM BUREAU MARKETING CORP.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.4	31.4	-	23.9	23.3	34.3	-	27.0	-	-	-	20.6	40.5	32.7	37.8	-	-	29.7	33.6	32.1
FIRST QUARTILE	25.5	23.5	-	16.5	17.5	25.5	-	18.5	-	-	-	18.5	40.0	20.5	15.5	-	-	24.5	30.5	22.5
MEDIAN	28.5	24.5	-	19.5	18.5	29.5	-	22.5	-	-	-	20.5	43.0	34.5	38.0	-	-	31.5	34.5	23.5
THIRD QUARTILE	40.0	43.0	-	33.5	26.5	43.0	-	33.5	-	-	-	21.5	43.0	34.5	40.0	-	-	31.5	34.5	34.5
NO. COMPANIES	10	6	-	5	6	11	-	3	-	-	-	6	4	3	4	-	-	2	2	6
NO. EMPLOYEES	10	6	-	5	8	11	-	4	-	-	-	35	10	3	4	-	-	27	9	6

NORTH/WEST CHICAGO, IL

P. E. BIBLER
EKCO HOUSEWARES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.4	42.7	36.0	26.0	35.0	40.1	34.5	29.8	26.3	38.8	-	33.5	42.2	30.6	43.3	-	46.8	25.6	32.8	32.6
FIRST QUARTILE	33.5	36.5	29.5	16.5	26.5	31.5	26.5	26.5	22.5	27.5	-	20.5	32.5	26.5	35.5	-	40.0	21.5	28.5	28.5
MEDIAN	38.0	43.0	32.5	25.5	33.5	35.5	33.5	28.5	25.5	38.0	-	24.5	43.0	28.5	40.0	-	43.0	24.5	29.5	29.5
THIRD QUARTILE	43.0	47.5	40.0	28.5	43.0	47.5	40.0	34.5	26.5	43.0	-	43.0	52.5	34.5	43.0	-	57.5	29.5	35.5	35.5
NO. COMPANIES	17	10	5	12	8	19	10	5	7	8	-	4	6	10	3	-	8	9	6	16
NO. EMPLOYEES	23	12	6	12	13	30	11	11	8	8	-	14	24	10	7	-	26	148	30	29

PEORIA, IL

M. G. WEBER
FOSTER & GALLAGHER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	33.4	27.5	26.0	29.1	38.9	27.0	29.8	20.1	28.9	-	33.0	42.7	28.9	-	27.9	48.3	30.1	33.9	32.1
FIRST QUARTILE	28.5	25.5	13.5	23.5	23.5	29.5	20.5	22.5	15.5	21.5	-	23.5	34.5	24.5	-	23.5	43.0	27.5	30.5	22.5
MEDIAN	34.5	31.5	31.5	26.5	27.5	36.5	23.5	26.5	19.5	26.5	-	25.5	43.0	27.5	-	28.5	47.5	29.5	33.5	29.5
THIRD QUARTILE	38.0	36.5	31.5	29.5	30.5	47.5	27.5	40.0	24.5	34.5	-	43.0	47.5	32.5	-	28.5	52.5	31.5	34.5	40.0
NO. COMPANIES	13	8	3	6	7	14	5	5	6	6	-	4	7	8	-	6	6	6	3	12
NO. EMPLOYEES	15	9	3	6	7	14	5	6	6	6	-	18	14	11	-	7	8	63	11	12

ROCKFORD, IL

L. T. GUEVREMONT
LIBERTY MUTUAL INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.1	19.6	27.1	23.1	28.2	35.5	22.0	24.4	-	-	-	-	41.2	31.6	-	29.2	38.8	25.9	30.9	29.1
FIRST QUARTILE	28.5	15.0	20.5	19.5	21.5	27.5	20.5	16.5	-	-	-	-	36.5	26.5	-	21.5	31.5	23.5	27.5	25.5
MEDIAN	33.5	16.5	28.5	23.5	27.5	36.5	21.5	22.5	-	-	-	-	43.0	31.5	-	29.5	38.0	25.5	30.5	26.5
THIRD QUARTILE	34.5	23.5	29.5	23.5	33.5	40.0	25.5	28.5	-	-	-	-	43.0	38.0	-	31.5	43.0	29.5	33.5	34.5
NO. COMPANIES	11	3	3	6	7	12	6	10	-	-	-	-	9	6	-	5	12	13	11	14
NO. EMPLOYEES	14	5	9	7	9	12	6	20	-	-	-	-	16	6	-	5	14	103	26	14

TOLEDO AREA, OH

DR. N. C. ROBON
UNIVERSITY OF TOLEDO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.2	33.9	32.3	26.7	33.3	38.8	29.5	26.9	21.2	33.4	-	22.1	39.0	30.5	33.6	31.6	45.8	26.2	32.1	30.7
FIRST QUARTILE	26.5	24.5	23.5	21.5	23.5	31.5	23.5	22.5	15.5	24.5	-	17.5	32.5	25.5	28.5	26.5	36.5	21.5	26.5	24.5
MEDIAN	32.5	35.5	31.5	23.5	32.5	36.0	24.5	26.5	21.5	29.5	-	21.5	38.0	27.5	30.5	31.5	43.0	25.5	29.5	30.5
THIRD QUARTILE	38.0	43.0	40.0	29.5	38.0	43.0	35.5	30.5	23.5	40.0	-	25.5	43.0	32.5	38.0	36.5	52.5	29.5	38.0	34.5
NO. COMPANIES	36	15	13	17	18	38	14	18	8	14	-	13	16	18	8	11	15	24	18	26
NO. EMPLOYEES	38	18	14	18	24	38	14	23	8	16	-	169	25	18	8	14	16	298	57	36

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

WEST MICHIGAN

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — K. GUINNUP, CORDUROY RUBBER CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	39.5	30.4	25.9	27.7	38.0	25.7	29.7	21.4	33.0	-	22.6	43.8	28.8	35.0	35.1	41.1	27.6	30.5	32.5
FIRST QUARTILE	22.5	33.5	24.5	18.5	18.5	29.5	21.5	23.5	18.5	24.5	-	17.5	31.5	23.5	33.5	26.5	31.5	24.5	27.5	26.5
MEDIAN	28.5	38.0	30.5	21.5	27.5	33.5	22.5	28.5	19.5	26.5	-	20.5	38.0	25.5	35.5	34.5	43.0	27.5	30.5	34.5
THIRD QUARTILE	31.5	43.0	31.5	32.5	33.5	47.5	31.5	30.5	21.5	33.5	-	26.5	57.5	30.5	40.0	36.0	47.5	31.5	33.5	36.5
NO. COMPANIES	16	5	6	8	12	16	10	8	8	4	-	9	14	14	5	9	9	12	8	12
NO. EMPLOYEES	23	5	7	8	14	16	10	9	8	4	-	61	24	15	6	20	15	162	65	17

BISMARCK-MANDAN, ND

WEST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. L. KELLER, DAN'S SUPERMARKET INC.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	-	40.0	22.2	27.7	33.0	26.2	-	20.7	-	-	30.5	33.7	36.5	-	-	42.4	35.7	38.6	25.9
FIRST QUARTILE	18.5	-	29.5	15.0	30.5	24.5	23.5	-	16.5	-	-	24.5	27.5	15.0	-	-	25.5	35.5	34.5	20.5
MEDIAN	31.5	-	43.0	16.5	30.5	31.5	25.5	-	19.5	-	-	27.5	30.5	18.5	-	-	47.5	38.0	43.0	23.5
THIRD QUARTILE	40.0	-	43.0	34.5	30.5	36.5	27.5	-	24.5	-	-	30.5	40.0	52.5	-	-	52.5	40.0	43.0	28.5
NO. COMPANIES	17	-	3	9	6	10	5	-	4	-	-	6	7	4	-	-	5	7	5	11
NO. EMPLOYEES	28	-	3	9	23	16	11	-	6	-	-	14	8	4	-	-	9	114	26	12

CEDAR RAPIDS, IA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. L. STONE, HOLIDAY INN

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	34.3	30.6	21.9	30.6	35.0	27.3	31.9	-	-	-	30.9	31.2	-	-	22.8	42.5	27.0	29.6	28.0
FIRST QUARTILE	28.5	28.5	27.5	15.0	21.5	31.5	18.5	27.5	-	-	-	20.5	24.5	-	-	16.5	35.5	25.5	28.5	18.5
MEDIAN	31.5	36.5	30.5	23.5	32.5	34.5	27.5	31.5	-	-	-	26.5	30.5	-	-	21.5	38.0	27.5	30.5	29.5
THIRD QUARTILE	40.0	36.5	33.5	25.5	33.5	35.5	30.5	35.5	-	-	-	33.5	34.5	-	-	28.5	47.5	28.5	31.5	30.5
NO. COMPANIES	12	3	6	7	5	15	4	6	-	-	-	3	6	-	-	6	7	8	6	13
NO. EMPLOYEES	14	3	6	7	5	15	4	5	-	-	-	4	23	-	-	6	7	122	18	13

CENTRAL WISCONSIN

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — M. KARR, CITIZENS NATIONAL BANK

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.2	25.5	22.8	22.4	24.3	30.9	25.7	27.9	19.9	26.2	-	-	29.4	33.3	32.3	27.4	41.9	24.1	30.5	31.1
FIRST QUARTILE	23.5	19.5	15.5	15.0	15.5	22.5	18.5	15.0	15.0	19.5	-	-	18.5	23.5	24.5	20.5	31.5	23.5	17.5	22.5
MEDIAN	28.5	19.5	23.5	22.5	24.5	26.5	25.5	27.5	17.5	28.5	-	-	18.5	34.5	28.5	25.5	47.5	23.5	30.5	30.5
THIRD QUARTILE	33.5	34.5	24.5	26.5	28.5	34.5	31.5	31.5	20.5	28.5	-	-	40.0	40.0	34.5	31.5	47.5	25.5	35.5	35.5
NO. COMPANIES	12	5	4	5	7	17	4	7	5	3	-	-	4	10	5	5	7	9	4	11
NO. EMPLOYEES	12	6	4	5	13	17	5	7	5	3	-	-	12	11	6	6	7	70	13	11

DES MOINES, IA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. K. KOTENBEUTEL, ST. PAUL FIRE & MARINE INS. CO.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.7	30.3	26.8	23.8	26.5	34.6	26.1	21.7	21.4	30.6	40.3	26.2	35.1	25.4	34.2	21.1	35.6	24.5	23.6	29.9
FIRST QUARTILE	26.5	22.5	24.5	16.5	19.5	27.5	22.5	16.5	15.0	20.5	20.5	22.5	19.5	17.5	25.5	17.5	29.5	20.5	21.5	25.5
MEDIAN	32.5	30.5	27.5	22.5	25.5	33.5	25.5	19.5	19.5	26.5	43.0	25.5	32.5	22.5	25.5	19.5	35.5	24.5	22.5	27.5
THIRD QUARTILE	36.5	35.5	28.5	29.5	29.5	40.0	28.5	22.5	26.5	38.0	43.0	29.5	43.0	29.5	38.0	23.5	38.0	27.5	24.5	36.5
NO. COMPANIES	44	28	13	30	13	38	16	16	10	9	3	18	21	25	6	16	9	9	6	23
NO. EMPLOYEES	62	35	29	30	19	38	18	25	12	9	3	624	52	43	6	28	9	38	40	26

DULUTH AREA, MN

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — W. SHUMWAY, DULUTH WESTERN CREDIT UNION

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	34.0	-	25.7	27.4	36.1	-	-	-	-	-	36.7	40.6	33.2	-	27.1	-	-	-	27.8
FIRST QUARTILE	22.5	23.5	-	15.0	19.5	26.5	-	-	-	-	-	34.5	29.5	28.5	-	22.5	-	-	-	18.5
MEDIAN	26.5	35.5	-	27.5	25.5	29.5	-	-	-	-	-	38.0	38.0	34.5	-	26.5	-	-	-	26.5
THIRD QUARTILE	34.5	35.5	-	27.5	29.5	43.0	-	-	-	-	-	40.0	47.5	34.5	-	30.5	-	-	-	30.5
NO. COMPANIES	9	3	-	3	6	9	-	-	-	-	-	2	3	3	-	4	-	-	-	5
NO. EMPLOYEES	11	3	-	3	7	9	-	-	-	-	-	14	4	3	-	8	-	-	-	5

FARGO-MOORHEAD, ND

J. BORESKY
FARGO CLINIC LTD.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	36.4	-	18.5	20.1	28.6	-	27.0	24.1	-	-	23.6	27.6	27.5	30.1	22.1	39.0	24.1	28.9	-
FIRST QUARTILE	19.5	26.5	-	15.0	17.5	20.5	-	16.5	15.0	-	-	19.5	20.5	25.5	21.5	17.5	24.5	22.5	27.5	-
MEDIAN	27.5	31.5	-	17.5	23.5	27.5	-	27.5	22.5	-	-	19.5	27.5	27.5	25.5	18.5	43.0	24.5	30.5	-
THIRD QUARTILE	38.0	40.0	-	20.5	26.5	34.5	-	36.5	24.5	-	-	25.5	30.5	30.5	33.5	25.5	47.5	24.5	31.5	-
NO. COMPANIES	15	4	-	5	7	8	-	4	4	-	-	7	9	7	4	6	6	8	4	-
NO. EMPLOYEES	15	4	-	5	7	8	-	5	4	-	-	49	26	9	4	6	10	113	25	-

KANSAS CITY, MO

L. QUIGLEY
KANSAS CITY LIFE INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.6	37.2	35.9	27.8	30.8	39.4	27.0	35.2	-	33.5	-	-	46.6	33.8	-	26.1	46.4	29.8	32.9	38.1
FIRST QUARTILE	28.5	30.5	32.5	18.5	22.5	32.5	20.5	27.5	-	22.5	-	-	36.5	23.5	-	23.5	43.0	27.5	24.5	31.5
MEDIAN	35.5	40.0	36.5	26.5	27.5	35.5	26.5	40.0	-	33.5	-	-	40.0	29.5	-	27.5	43.0	27.5	33.5	43.0
THIRD QUARTILE	38.0	43.0	38.0	28.5	32.5	43.0	30.5	43.0	-	36.5	-	-	60.0	43.0	-	28.5	52.5	32.5	40.0	43.0
NO. COMPANIES	18	8	5	9	8	12	8	8	-	5	-	-	7	10	-	9	5	5	6	14
NO. EMPLOYEES	19	8	7	9	8	12	8	11	-	5	-	-	10	10	-	12	8	39	17	33

LINCOLN, NE

MS. P. L. KAHM
PROFESS. RESOURCES MGMT., INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	24.8	24.3	20.5	21.6	30.2	23.0	23.8	-	-	-	29.3	31.2	23.0	31.1	21.4	37.9	26.5	27.5	28.4
FIRST QUARTILE	26.5	15.5	15.5	15.5	16.5	22.5	18.5	15.0	-	-	-	22.5	29.5	17.5	26.5	16.5	31.5	22.5	22.5	21.5
MEDIAN	30.5	25.5	20.5	17.5	22.5	31.5	22.5	21.5	-	-	-	27.5	29.5	21.5	28.5	17.5	35.5	24.5	27.5	28.5
THIRD QUARTILE	38.0	25.5	27.5	23.5	25.5	36.5	24.5	28.5	-	-	-	36.5	35.5	27.5	34.5	24.5	43.0	32.5	31.5	33.5
NO. COMPANIES	25	3	4	15	16	25	11	16	-	-	-	12	19	15	8	14	11	18	12	21
NO. EMPLOYEES	26	3	4	16	18	25	11	20	-	-	-	40	33	23	8	25	13	148	46	23

MADISON, WI

D. FISHER
CUMIS INSURANCE SOCIETY INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	-	-	-	-	38.3	-	24.3	-	-	-	24.4	29.3	23.5	-	21.6	48.5	30.3	41.5	27.6
FIRST QUARTILE	18.5	-	-	-	-	27.5	-	16.5	-	-	-	19.5	22.5	18.5	-	16.5	32.5	27.5	38.0	19.5
MEDIAN	27.5	-	-	-	-	34.5	-	19.5	-	-	-	22.5	29.5	19.5	-	17.5	52.5	29.5	43.0	25.5
THIRD QUARTILE	34.5	-	-	-	-	52.5	-	29.5	-	-	-	27.5	30.5	24.5	-	23.5	52.5	33.5	43.0	34.5
NO. COMPANIES	19	-	-	-	-	10	-	6	-	-	-	11	7	18	-	7	2	5	2	9
NO. EMPLOYEES	20	-	-	-	-	10	-	6	-	-	-	55	7	18	-	7	5	73	12	9

MID-MISSOURI

MS. C. WOOD
UNIVERSITY OF MISSOURI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.8	39.0	-	27.5	27.2	33.7	-	21.3	25.7	-	-	20.3	48.1	36.4	40.5	23.3	29.0	19.7	24.0	32.8
FIRST QUARTILE	22.5	15.5	-	23.5	22.5	24.5	-	17.5	15.0	-	-	15.5	34.5	18.5	18.5	18.5	24.5	17.5	21.5	29.5
MEDIAN	29.5	36.5	-	27.5	28.5	26.5	-	22.5	27.5	-	-	19.5	47.5	40.0	43.0	20.5	25.5	19.5	22.5	30.5
THIRD QUARTILE	34.5	47.5	-	27.5	28.5	36.0	-	22.5	27.5	-	-	20.5	60.0	47.5	43.0	23.5	31.5	20.5	27.5	35.5
NO. COMPANIES	7	5	-	3	3	10	-	3	3	-	-	2	7	4	3	4	3	3	2	6
NO. EMPLOYEES	7	5	-	3	3	10	-	3	3	-	-	5	17	5	3	5	10	48	10	6

MILWAUKEE, WI

MS. M. B. MURPHY
NORTHWESTERN NATL. INS. CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.3	38.5	35.3	26.0	31.3	40.7	32.2	33.3	27.0	34.8	-	39.0	41.0	28.9	35.7	29.6	43.7	29.7	33.3	36.9
FIRST QUARTILE	30.5	22.5	30.5	20.5	25.5	27.5	26.5	29.5	19.5	25.5	-	31.5	36.0	24.5	34.5	22.5	33.5	25.5	30.5	27.5
MEDIAN	34.5	40.0	32.5	23.5	30.5	36.5	31.5	32.5	29.5	33.5	-	43.0	43.0	29.5	35.5	30.5	43.0	28.5	34.5	34.5
THIRD QUARTILE	38.0	47.5	38.0	29.5	34.5	57.5	35.5	38.0	31.5	40.0	-	43.0	43.0	29.5	40.0	30.5	57.5	29.5	36.5	47.5
NO. COMPANIES	33	11	11	14	16	24	11	14	11	9	-	9	19	15	10	9	13	16	11	20
NO. EMPLOYEES	37	13	12	16	16	26	12	22	11	9	-	97	29	15	10	13	17	227	60	22

MINNEAPOLIS-ST. PAUL, MN

R. E. DONNELLY
NASH-FINCH CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.5	36.1	30.7	24.1	26.9	34.6	27.2	27.5	24.6	38.4	29.0	36.0	39.0	28.4	38.4	27.9	39.1	27.3	31.5	33.3
FIRST QUARTILE	25.5	28.5	24.5	19.5	21.5	28.5	19.5	21.5	19.5	30.5	23.5	29.5	31.5	22.5	24.5	23.5	31.5	24.5	27.5	27.5
MEDIAN	30.5	35.5	29.5	24.5	26.5	32.5	23.5	25.5	21.5	33.5	23.5	34.5	38.0	27.5	36.5	27.5	38.0	27.5	31.5	31.5
THIRD QUARTILE	35.5	43.0	34.5	28.5	29.5	43.0	33.5	32.5	27.5	47.5	23.5	38.0	47.5	33.5	47.5	30.5	47.5	31.5	35.5	38.0
NO. COMPANIES	73	19	30	35	50	66	27	32	22	15	3	22	47	40	17	37	46	45	35	61
NO. EMPLOYEES	93	21	34	35	55	72	31	41	23	17	3	56	95	42	17	43	93	431	128	72

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER

(AMOUNTS IN THOUSANDS OF DOLLARS)

OMAHA, NE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															L. L. JOHNSON PHYSICIANS MUTUAL INSURANCE				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.5	31.4	24.7	20.2	23.5	35.6	28.7	25.2	20.3	-	-	40.0	37.3	28.1	-	30.9	42.2	22.8	30.3	25.1
FIRST QUARTILE	24.5	25.5	17.5	15.0	17.5	28.5	24.5	18.5	17.5	-	-	23.5	23.5	20.5	-	21.5	34.5	20.5	28.5	17.5
MEDIAN	29.5	30.5	25.5	18.5	22.5	32.5	27.5	22.5	18.5	-	-	34.5	38.0	23.5	-	29.5	36.5	23.5	30.5	21.5
THIRD QUARTILE	33.5	31.5	26.5	22.5	28.5	43.0	30.5	27.5	20.5	-	-	52.5	47.5	30.5	-	33.5	47.5	23.5	33.5	29.5
NO. COMPANIES	20	8	5	9	11	22	7	7	4	-	-	6	10	10	-	7	5	11	5	16
NO. EMPLOYEES	25	11	5	9	14	22	8	7	4	-	-	8	16	11	-	8	6	89	13	20

QUAD CITIES

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															C. W. BECKER DAVENPORT BANK & TRUST CO.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.7	25.2	-	21.4	21.3	31.3	27.0	-	-	-	-	37.9	38.0	22.8	-	30.5	40.9	25.7	30.1	34.2
FIRST QUARTILE	30.5	19.5	-	15.5	15.0	20.5	15.0	-	-	-	-	33.5	26.5	21.5	-	27.5	30.5	17.5	22.5	26.5
MEDIAN	35.5	26.5	-	19.5	16.5	27.5	30.5	-	-	-	-	40.0	35.5	23.5	-	28.5	40.0	26.5	28.5	34.5
THIRD QUARTILE	40.0	26.5	-	23.5	21.5	36.5	30.5	-	-	-	-	43.0	43.0	24.5	-	32.5	47.5	31.5	32.5	43.0
NO. COMPANIES	14	3	-	7	5	13	3	-	-	-	-	4	11	6	-	4	7	10	6	9
NO. EMPLOYEES	14	3	-	7	5	13	3	-	-	-	-	14	12	6	-	4	7	48	17	14

ST. LOUIS, MO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															M. HUDSON AMS ST. LOUIS CHAPTER				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	35.6	31.3	22.9	29.5	36.2	20.3	29.8	18.8	29.4	-	33.5	41.9	29.0	37.7	25.0	37.9	26.0	30.0	28.9
FIRST QUARTILE	26.5	28.5	26.5	15.0	25.5	29.5	15.0	26.5	16.5	19.5	-	24.5	34.5	21.5	28.5	16.5	36.5	25.5	28.5	23.5
MEDIAN	34.5	34.5	32.5	23.5	28.5	33.5	15.0	31.5	17.5	26.5	-	34.5	43.0	25.5	35.5	21.5	38.0	25.5	29.5	30.5
THIRD QUARTILE	40.0	36.5	33.5	24.5	34.5	43.0	23.5	32.5	22.5	33.5	-	34.5	47.5	38.0	36.5	32.5	40.0	27.5	30.5	30.5
NO. COMPANIES	15	4	9	6	8	12	5	7	6	5	-	7	10	12	5	6	4	5	4	10
NO. EMPLOYEES	17	4	12	7	12	12	8	29	6	5	-	16	13	14	5	6	8	31	21	11

SOUTHERN MINNESOTA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															O. AMBROSON PRODUCTION CREDIT ASSOCIATION				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	-	-	-	23.6	33.4	-	-	-	-	-	30.0	34.6	27.7	-	-	36.5	24.3	-	24.1
FIRST QUARTILE	24.5	-	-	-	19.5	27.5	-	-	-	-	-	26.5	23.5	20.5	-	-	28.5	20.5	-	22.5
MEDIAN	28.5	-	-	-	21.5	34.5	-	-	-	-	-	29.5	33.5	21.5	-	-	36.5	24.5	-	22.5
THIRD QUARTILE	38.0	-	-	-	24.5	36.5	-	-	-	-	-	32.5	38.0	35.5	-	-	38.0	26.5	-	27.5
NO. COMPANIES	11	-	-	-	6	5	-	-	-	-	-	6	5	6	-	-	7	7	-	7
NO. EMPLOYEES	12	-	-	-	17	5	-	-	-	-	-	21	5	6	-	-	7	31	-	8

TOPEKA, KS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															MS. M. EAKINS SECURITY BENEFIT GROUP				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.5	31.9	29.4	-	30.3	39.0	21.2	27.0	23.1	34.6	-	29.6	34.8	29.4	31.3	21.8	37.4	23.2	27.5	26.3
FIRST QUARTILE	24.5	25.5	26.5	-	18.5	31.5	18.5	19.5	17.5	20.5	-	21.5	27.5	21.5	25.5	19.5	24.5	21.5	26.5	17.5
MEDIAN	30.5	29.5	28.5	-	24.5	40.0	18.5	26.5	19.5	32.5	-	29.5	32.5	27.5	29.5	20.5	29.5	22.5	27.5	27.5
THIRD QUARTILE	34.5	36.5	31.5	-	38.0	43.0	21.5	30.5	27.5	38.0	-	36.5	38.0	33.5	32.5	22.5	35.5	24.5	28.5	31.5
NO. COMPANIES	21	8	6	-	9	11	6	10	5	4	-	9	7	7	6	4	4	6	3	12
NO. EMPLOYEES	23	8	7	-	9	11	6	11	5	4	-	26	16	8	6	4	4	55	9	12

WICHITA, KS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															M. F. ARNOLD OLSTEN TEMPORARY SERVICES				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.8	34.3	27.0	21.9	30.8	38.7	25.5	28.7	17.5	-	-	25.0	51.5	26.5	-	-	39.3	25.0	30.1	32.9
FIRST QUARTILE	24.5	28.5	21.5	17.5	26.5	34.5	20.5	17.5	16.5	-	-	21.5	47.5	22.5	-	-	26.5	21.5	26.5	26.5
MEDIAN	32.5	31.5	23.5	21.5	31.5	38.0	25.5	25.5	16.5	-	-	25.5	52.5	25.5	-	-	34.5	21.5	27.5	31.5
THIRD QUARTILE	43.0	31.5	31.5	24.5	31.5	40.0	28.5	25.5	16.5	-	-	28.5	52.5	25.5	-	-	52.5	22.5	28.5	40.0
NO. COMPANIES	10	3	4	6	3	9	6	3	3	-	-	2	3	5	-	-	6	5	4	8
NO. EMPLOYEES	14	3	4	7	3	9	7	3	3	-	-	10	5	5	-	-	9	62	22	8

ANDERSON, SC

SOUTHERN UNITED STATES

J. W. LANCASTER
DUKE POWER CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	-	-	-	-	-	-	-	20.9	-	-	-	36.8	29.5	-	-	-	40.9	24.4	26.5	-
FIRST QUARTILE	-	-	-	-	-	-	-	15.5	-	-	-	38.0	24.5	-	-	-	28.5	21.5	23.5	-
MEDIAN	-	-	-	-	-	-	-	20.5	-	-	-	38.0	27.5	-	-	-	36.5	22.5	23.5	-
THIRD QUARTILE	-	-	-	-	-	-	-	21.5	-	-	-	38.0	31.5	-	-	-	52.5	29.5	26.5	-
NO. COMPANIES	-	-	-	-	-	-	-	3	-	-	-	2	4	-	-	-	3	5	4	-
NO. EMPLOYEES	-	-	-	-	-	-	-	5	-	-	-	9	4	-	-	-	5	38	10	-

ATLANTA, GA

C. J. CRYSLER
GULF INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.4	38.2	-	23.5	33.2	36.0	-	-	22.0	-	-	30.0	40.6	32.5	-	26.7	48.0	-	34.1	40.2
FIRST QUARTILE	22.5	36.5	-	15.5	24.5	23.5	-	-	20.5	-	-	18.5	30.5	26.5	-	20.5	43.0	-	33.5	35.5
MEDIAN	33.5	38.0	-	24.5	27.5	32.5	-	-	21.5	-	-	25.5	40.0	31.5	-	24.5	47.5	-	34.5	43.0
THIRD QUARTILE	40.0	38.0	-	27.5	40.0	43.0	-	-	22.5	-	-	35.5	52.5	38.0	-	28.5	52.5	-	36.5	47.5
NO. COMPANIES	11	3	-	5	5	11	-	-	3	-	-	12	8	8	-	6	4	-	2	5
NO. EMPLOYEES	16	3	-	5	5	11	-	-	4	-	-	62	25	9	-	7	19	-	14	10

BALTIMORE, MD

D. ZABEL
MARYLAND CUP CORP.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.3	40.9	38.7	26.1	32.3	39.0	30.7	32.0	28.3	28.9	-	24.5	41.6	28.3	33.5	27.3	37.2	25.7	33.0	33.5
FIRST QUARTILE	25.5	35.5	32.5	21.5	21.5	31.5	24.5	24.5	21.5	22.5	-	22.5	31.5	16.5	31.5	25.5	30.5	23.5	29.5	26.5
MEDIAN	30.5	40.0	34.5	25.5	28.5	38.0	31.5	33.5	24.5	27.5	-	24.5	40.0	29.5	33.5	26.5	35.5	25.5	32.5	31.5
THIRD QUARTILE	33.5	43.0	43.0	29.5	43.0	40.0	33.5	33.5	35.5	30.5	-	25.5	47.5	34.5	33.5	30.5	40.0	27.5	36.5	40.0
NO. COMPANIES	15	7	5	9	7	15	9	5	6	7	-	3	10	8	2	10	9	6	7	10
NO. EMPLOYEES	16	8	6	9	7	15	9	7	6	7	-	59	18	8	3	11	23	124	17	13

BIRMINGHAM, AL

AMS, BIRMINGHAM CHAPTER

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	-	-	-	-	34.4	35.3	-	-	-	-	-	43.5	-	-	-	-	23.9	34.2	37.3
FIRST QUARTILE	25.5	-	-	-	-	32.5	20.5	-	-	-	-	-	30.5	-	-	-	-	23.5	29.5	28.5
MEDIAN	36.5	-	-	-	-	33.5	38.0	-	-	-	-	-	47.5	-	-	-	-	23.5	29.5	29.5
THIRD QUARTILE	40.0	-	-	-	-	34.5	38.0	-	-	-	-	-	47.5	-	-	-	-	26.5	38.0	47.5
NO. COMPANIES	5	-	-	-	-	5	3	-	-	-	-	-	3	-	-	-	-	4	3	6
NO. EMPLOYEES	5	-	-	-	-	5	3	-	-	-	-	-	3	-	-	-	-	64	15	6

CHARLOTTE, NC

MS. L. MILLER
DUKE POWER CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	36.9	28.1	21.6	26.7	38.4	30.3	31.6	-	32.5	-	20.1	48.3	28.4	37.8	27.5	45.8	25.4	22.7	32.0
FIRST QUARTILE	22.5	27.5	19.5	18.5	21.5	30.5	23.5	27.5	-	28.5	-	17.5	43.0	24.5	34.5	18.5	40.0	23.5	18.5	25.5
MEDIAN	30.5	35.5	28.5	22.5	25.5	34.5	31.5	30.5	-	34.5	-	19.5	47.5	28.5	34.5	24.5	40.0	25.5	23.5	33.5
THIRD QUARTILE	34.5	43.0	31.5	23.5	25.5	43.0	33.5	35.5	-	34.5	-	21.5	52.5	30.5	43.0	27.5	40.0	27.5	25.5	33.5
NO. COMPANIES	6	5	6	11	9	17	5	5	-	5	-	4	6	12	3	9	3	3	4	12
NO. EMPLOYEES	7	16	6	11	11	17	8	8	-	5	-	44	6	19	6	11	3	7	13	15

CHATTANOOGA, TN

O. REEVES
BLUE CROSS

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.6	34.5	26.4	24.3	29.0	37.2	29.5	-	-	33.7	-	26.1	37.0	31.0	-	24.4	46.2	28.8	32.6	32.7
FIRST QUARTILE	30.5	29.5	18.5	15.0	15.0	24.5	20.5	-	-	22.5	-	23.5	34.5	16.5	-	18.5	29.5	29.5	28.5	24.5
MEDIAN	36.5	31.5	24.5	20.5	26.5	36.5	28.5	-	-	28.5	-	25.5	35.5	24.5	-	21.5	52.5	29.5	35.5	29.5
THIRD QUARTILE	43.0	40.0	33.5	31.5	34.5	43.0	30.5	-	-	36.5	-	27.5	40.0	43.0	-	30.5	57.5	32.5	35.5	38.0
NO. COMPANIES	13	6	8	8	4	12	7	-	-	5	-	2	4	5	-	6	6	8	7	10
NO. EMPLOYEES	14	6	8	8	4	12	7	-	-	5	-	24	14	5	-	6	11	253	70	10

DALLAS, TX

M. STEWART
REPUBLIC NAT'L LIFE INS.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.5	40.5	29.4	25.2	30.6	43.6	29.7	29.8	28.4	36.0	-	34.6	45.1	34.4	39.9	29.3	40.4	26.8	28.0	33.1
FIRST QUARTILE	29.5	31.5	21.5	20.5	19.5	33.5	22.5	24.5	20.5	29.5	-	28.5	36.5	25.5	28.5	20.5	38.0	24.5	25.5	25.5
MEDIAN	32.5	43.0	24.5	22.5	27.5	47.5	29.5	30.5	25.5	33.5	-	33.5	43.0	31.5	38.0	26.5	40.0	26.5	28.5	30.5
THIRD QUARTILE	43.0	47.5	33.5	28.5	38.0	47.5	33.5	33.5	31.5	38.0	-	38.0	52.5	43.0	43.0	33.5	43.0	30.5	30.5	40.0
NO. COMPANIES	25	14	10	23	9	28	19	13	12	7	-	8	16	21	4	9	6	9	9	21
NO. EMPLOYEES	36	17	12	23	9	28	19	15	13	8	-	28	34	22	5	12	17	267	277	26

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER

(AMOUNTS IN THOUSANDS OF DOLLARS)

EAST TENNESSEE

K. WILLYARD
IBM CORPORATION

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.6	-	-	-	-	46.4	-	-	-	-	-	-	42.5	-	-	-	-	28.7	36.0	35.6
FIRST QUARTILE	29.5	-	-	-	-	31.5	-	-	-	-	-	-	36.5	-	-	-	-	20.5	25.5	27.5
MEDIAN	33.5	-	-	-	-	47.5	-	-	-	-	-	-	43.0	-	-	-	-	28.5	40.0	36.5
THIRD QUARTILE	40.0	-	-	-	-	57.5	-	-	-	-	-	-	43.0	-	-	-	-	35.5	43.0	36.5
NO. COMPANIES	4	-	-	-	-	4	-	-	-	-	-	-	2	-	-	-	-	4	3	4
NO. EMPLOYEES	6	-	-	-	-	5	-	-	-	-	-	-	4	-	-	-	-	195	25	5

FORT WORTH, TX

V. D. KEINE
NTS, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	41.1	43.8	31.2	27.5	27.8	37.1	41.4	-	-	-	-	39.1	45.8	44.8	36.1	-	48.7	24.7	31.0	37.5
FIRST QUARTILE	27.5	34.5	19.5	18.5	16.5	29.5	29.5	-	-	-	-	21.5	43.0	36.5	22.5	-	29.5	22.5	27.5	27.5
MEDIAN	40.0	43.0	24.5	26.5	25.5	32.5	38.0	-	-	-	-	26.5	47.5	43.0	31.5	-	57.5	23.5	30.5	34.5
THIRD QUARTILE	52.5	47.5	32.5	35.5	36.5	47.5	57.5	-	-	-	-	60.0	52.5	52.5	43.0	-	60.0	25.5	33.5	43.0
NO. COMPANIES	18	9	4	14	8	15	6	-	-	-	-	6	8	12	3	-	8	8	6	10
NO. EMPLOYEES	19	15	5	14	13	15	6	-	-	-	-	12	22	14	4	-	13	55	26	11

GREATER KNOXVILLE, TN

DR. B. BROWN
UNIVERSITY OF TENNESSEE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.2	47.9	42.5	-	31.7	-	-	-	-	-	-	46.5	44.5	-	-	38.2	45.8	-	-	36.3
FIRST QUARTILE	34.5	40.0	36.5	-	15.0	-	-	-	-	-	-	43.0	28.5	-	-	38.0	43.0	-	-	16.5
MEDIAN	43.0	47.5	43.0	-	32.5	-	-	-	-	-	-	47.5	47.5	-	-	40.0	47.5	-	-	43.0
THIRD QUARTILE	47.5	52.5	47.5	-	32.5	-	-	-	-	-	-	47.5	47.5	-	-	43.0	47.5	-	-	43.0
NO. COMPANIES	4	3	3	-	3	-	-	-	-	-	-	2	3	-	-	4	3	-	-	5
NO. EMPLOYEES	6	7	5	-	3	-	-	-	-	-	-	186	3	-	-	29	78	-	-	5

GREATER ORLANDO, FL

L. PACE
RED LOBSTER INNS OF AMERICA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	39.6	37.2	-	28.9	-	30.8	32.0	45.2	-	39.5	-	41.3	-	40.2	40.0	29.9	-	29.0	19.9	30.9
FIRST QUARTILE	40.0	28.5	-	25.5	-	21.5	15.0	20.5	-	24.5	-	38.0	-	30.5	34.5	16.5	-	28.5	18.5	24.5
MEDIAN	40.0	40.0	-	28.5	-	28.5	25.5	52.5	-	43.0	-	38.0	-	43.0	36.5	31.5	-	29.5	18.5	29.5
THIRD QUARTILE	43.0	40.0	-	31.5	-	36.5	40.0	52.5	-	43.0	-	43.0	-	47.5	36.5	33.5	-	30.5	20.5	32.5
NO. COMPANIES	7	3	-	6	-	9	4	4	-	4	-	3	-	5	3	4	-	5	4	10
NO. EMPLOYEES	8	3	-	6	-	9	4	5	-	4	-	10	-	5	4	4	-	54	18	11

GREENSBORO, NC

MS. E. CHANCE
CIBA-GEIGY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.5	29.5	-	18.4	-	35.9	25.9	27.5	27.4	-	-	20.0	-	-	-	-	-	22.2	-	31.7
FIRST QUARTILE	20.5	27.5	-	15.0	-	22.5	15.0	20.5	15.0	-	-	17.5	-	-	-	-	-	21.5	-	17.5
MEDIAN	28.5	28.5	-	17.5	-	32.5	26.5	27.5	23.5	-	-	20.5	-	-	-	-	-	22.5	-	23.5
THIRD QUARTILE	31.5	30.5	-	20.5	-	38.0	29.5	31.5	35.5	-	-	20.5	-	-	-	-	-	23.5	-	47.5
NO. COMPANIES	13	5	-	8	-	8	4	5	3	-	-	3	-	-	-	-	-	3	-	7
NO. EMPLOYEES	13	7	-	9	-	8	4	7	4	-	-	24	-	-	-	-	-	16	-	10

GREENVILLE, SC

J. CHAPMAN
LIBERTY LIFE INS. CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.8	-	-	-	-	31.9	18.5	-	-	-	-	26.2	-	27.5	-	22.8	-	18.9	-	24.8
FIRST QUARTILE	18.5	-	-	-	-	25.5	15.0	-	-	-	-	19.5	-	17.5	-	15.0	-	15.0	-	18.5
MEDIAN	21.5	-	-	-	-	28.5	16.5	-	-	-	-	25.5	-	21.5	-	23.5	-	19.5	-	23.5
THIRD QUARTILE	34.5	-	-	-	-	34.5	20.5	-	-	-	-	31.5	-	38.0	-	27.5	-	20.5	-	27.5
NO. COMPANIES	8	-	-	-	-	8	3	-	-	-	-	3	-	5	-	5	-	2	-	4
NO. EMPLOYEES	8	-	-	-	-	8	4	-	-	-	-	25	-	5	-	5	-	4	-	4

HOUSTON, TX

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		A. CHELETTE AIRCO INDUSTRIAL GASES		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	43.5	35.6	26.1	-	45.5	30.3	31.0	-	35.4	35.0	47.4	45.4	33.5	42.0	26.7	40.6	27.0	33.2	35.1
FIRST QUARTILE	26.5	34.5	24.5	20.5	-	30.5	22.5	28.5	-	29.5	24.5	40.0	43.0	25.5	35.5	24.5	36.5	25.5	29.5	28.5
MEDIAN	30.5	40.0	31.5	24.5	-	52.5	27.5	29.5	-	32.5	34.5	52.5	43.0	32.5	40.0	24.5	38.0	26.5	32.5	35.5
THIRD QUARTILE	38.0	47.5	38.0	31.5	-	57.5	34.5	33.5	-	40.0	38.0	52.5	52.5	35.5	47.5	28.5	43.0	30.5	36.5	38.0
NO. COMPANIES	16	9	5	13	-	16	8	6	-	10	3	5	12	13	9	10	10	9	8	13
NO. EMPLOYEES	21	10	5	14	-	20	8	6	-	11	4	37	33	15	12	22	28	70	41	15

JACKSONVILLE, FL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		MS. M. PETERS STOCKTON, WHATLEY, DAVIN & CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.8	37.4	29.6	26.2	23.9	35.5	28.3	19.4	-	26.9	-	32.5	34.2	35.3	-	-	-	30.7	38.0	28.0
FIRST QUARTILE	19.5	35.5	21.5	23.5	16.5	19.5	15.5	15.0	-	15.0	-	23.5	15.5	25.5	-	-	-	23.5	33.5	21.5
MEDIAN	29.5	35.5	23.5	24.5	24.5	36.5	28.5	19.5	-	24.5	-	23.5	43.0	28.5	-	-	-	33.5	38.0	22.5
THIRD QUARTILE	31.5	40.0	30.5	29.5	29.5	47.5	30.5	21.5	-	36.5	-	38.0	43.0	43.0	-	-	-	35.5	43.0	31.5
NO. COMPANIES	14	5	4	9	6	17	8	7	-	5	-	4	7	7	-	-	-	5	4	10
NO. EMPLOYEES	15	6	4	10	12	17	8	13	-	5	-	6	8	7	-	-	-	131	29	10

LEXINGTON, KY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		L. E. BOWYER ASHLAND OIL, INC.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	24.3	23.2	-	-	-	-	-	-	-	-	-	32.3	-	-	-	-	22.3	28.4	26.8
FIRST QUARTILE	20.5	15.0	16.5	-	-	-	-	-	-	-	-	-	22.5	-	-	-	-	19.5	25.5	18.5
MEDIAN	26.5	28.5	24.5	-	-	-	-	-	-	-	-	-	31.5	-	-	-	-	19.5	25.5	24.5
THIRD QUARTILE	40.0	29.5	24.5	-	-	-	-	-	-	-	-	-	38.0	-	-	-	-	25.5	31.5	28.5
NO. COMPANIES	7	3	2	-	-	-	-	-	-	-	-	-	3	-	-	-	-	3	3	5
NO. EMPLOYEES	7	3	3	-	-	-	-	-	-	-	-	-	5	-	-	-	-	12	8	5

LITTLE ROCK, AR

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		MS. E. OSWALD FIRST PYRAMID LIFE INSURANCE CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	33.9	-	-	-	39.3	-	30.8	-	33.5	-	26.0	-	29.8	-	-	-	-	-	35.4
FIRST QUARTILE	29.5	25.5	-	-	-	26.5	-	28.5	-	24.5	-	18.5	-	26.5	-	-	-	-	-	26.5
MEDIAN	34.5	34.5	-	-	-	40.0	-	24.5	-	26.5	-	25.5	-	28.5	-	-	-	-	-	32.5
THIRD QUARTILE	36.5	34.5	-	-	-	47.5	-	38.0	-	35.5	-	32.5	-	31.5	-	-	-	-	-	38.0
NO. COMPANIES	12	7	-	-	-	12	-	8	-	8	-	5	-	8	-	-	-	-	-	7
NO. EMPLOYEES	12	7	-	-	-	12	-	8	-	8	-	112	-	6	-	-	-	-	-	7

NASHVILLE, TN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		MS. P. FAIR THE HOME INSURANCE CO.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	45.8	37.8	26.5	-	42.7	35.1	-	-	34.2	-	-	-	-	-	-	-	-	-	32.3
FIRST QUARTILE	27.5	43.0	33.5	17.5	-	35.5	28.5	-	-	23.5	-	-	-	-	-	-	-	-	-	29.5
MEDIAN	28.5	43.0	34.5	21.5	-	35.5	34.5	-	-	28.5	-	-	-	-	-	-	-	-	-	31.5
THIRD QUARTILE	38.0	47.5	40.0	30.5	-	52.5	40.0	-	-	38.0	-	-	-	-	-	-	-	-	-	34.5
NO. COMPANIES	5	4	4	4	-	5	4	-	-	5	-	-	-	-	-	-	-	-	-	4
NO. EMPLOYEES	8	8	4	4	-	9	5	-	-	5	-	-	-	-	-	-	-	-	-	9

OKLAHOMA CITY, OK

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		J. VOYLES OKLAHOMA CITY NAT'L GAS		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.9	-	-	23.3	-	-	-	-	-	-	-	-	37.6	23.3	-	-	-	-	-	29.2
FIRST QUARTILE	24.5	-	-	20.5	-	-	-	-	-	-	-	-	26.5	19.5	-	-	-	-	-	22.5
MEDIAN	26.5	-	-	22.5	-	-	-	-	-	-	-	-	35.5	24.5	-	-	-	-	-	27.5
THIRD QUARTILE	28.5	-	-	24.5	-	-	-	-	-	-	-	-	43.0	25.5	-	-	-	-	-	30.5
NO. COMPANIES	6	-	-	5	-	-	-	-	-	-	-	-	2	5	-	-	-	-	-	5
NO. EMPLOYEES	7	-	-	5	-	-	-	-	-	-	-	-	5	5	-	-	-	-	-	5

RESEARCH TRIANGLE, NC

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		W. DELANTY UNION CARBIDE		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.9	30.1	27.2	21.1	24.7	35.2	25.6	22.0	-	24.8	-	21.0	38.0	29.4	35.7	23.7	44.3	22.3	27.2	32.3
FIRST QUARTILE	23.5	23.5	20.5	17.5	19.5	27.5	18.5	17.5	-	18.5	-	16.5	31.5	21.5	23.5	17.5	36.5	16.5	20.5	25.5
MEDIAN	29.5	29.5	23.5	20.5	25.5	35.5	25.5	20.5	-	20.5	-	18.5	35.5	29.5	35.5	20.5	38.0	23.5	25.5	33.5
THIRD QUARTILE	35.5	31.5	28.5	24.5	28.5	43.0	29.5	22.5	-	28.5	-	22.5	43.0	34.5	43.0	30.5	47.5	26.5	33.5	36.5
NO. COMPANIES	28	7	8	14	11	28	13	16	-	4	-	9	13	15	5	14	9	10	11	23
NO. EMPLOYEES	29	7	8	14	12	28	13	20	-	4	-	123	24	15	5	17	11	95	23	23

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

RICHMOND, VA

MS. C. WARNCKE
FIDELITY BANKERS LIFE INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	36.8	29.2	27.1	26.3	35.4	24.7	25.7	23.0	30.8	-	39.9	30.9	34.5	26.6	-	43.0	24.3	-	29.5
FIRST QUARTILE	20.5	28.5	18.5	21.5	17.5	21.5	21.5	17.5	16.5	26.5	-	26.5	15.5	28.5	15.0	-	34.5	21.5	-	17.5
MEDIAN	27.5	34.5	28.5	27.5	25.5	30.5	22.5	26.5	18.5	28.5	-	43.0	36.5	32.5	24.5	-	40.0	24.5	-	28.5
THIRD QUARTILE	32.5	47.5	36.5	31.5	28.5	47.5	30.5	27.5	23.5	31.5	-	52.5	43.0	36.5	33.5	-	57.5	26.5	-	30.5
NO. COMPANIES	19	7	5	8	5	17	6	5	8	4	-	9	4	16	4	-	7	6	-	10
NO. EMPLOYEES	23	18	5	12	8	18	6	5	8	4	-	13	9	16	4	-	10	32	-	11

ROANOKE, VA

MS. J. HOLBROOK
ROANOKE COUNTY SCHOOLS

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.5	-	-	24.6	21.4	35.9	-	28.2	-	-	-	22.1	32.2	24.3	-	-	31.3	21.8	25.3	-
FIRST QUARTILE	31.5	-	-	16.5	15.0	23.5	-	24.5	-	-	-	15.5	24.5	17.5	-	-	25.5	16.5	23.5	-
MEDIAN	32.5	-	-	16.5	17.5	35.5	-	25.5	-	-	-	18.5	29.5	24.5	-	-	27.5	22.5	24.5	-
THIRD QUARTILE	36.5	-	-	31.5	22.5	43.0	-	32.5	-	-	-	23.5	34.5	25.5	-	-	32.5	26.5	27.5	-
NO. COMPANIES	7	-	-	6	4	11	-	6	-	-	-	4	6	5	-	-	3	6	6	-
NO. EMPLOYEES	7	-	-	6	4	12	-	6	-	-	-	20	9	5	-	-	12	38	32	-

SAN ANTONIO, TX

M. GARVIN
INA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.0	-	-	23.9	31.6	36.2	30.2	-	-	30.3	-	23.5	-	31.0	34.8	26.1	-	23.6	32.7	35.8
FIRST QUARTILE	28.5	-	-	18.5	26.5	35.5	21.5	-	-	18.5	-	18.5	-	20.5	32.5	24.5	-	20.5	27.5	34.5
MEDIAN	32.5	-	-	24.5	26.5	36.5	25.5	-	-	26.5	-	22.5	-	25.5	35.5	25.5	-	24.5	33.5	36.5
THIRD QUARTILE	38.0	-	-	28.5	35.5	40.0	38.0	-	-	38.0	-	27.5	-	30.0	35.5	26.5	-	25.5	34.5	38.0
NO. COMPANIES	9	-	-	6	3	10	6	-	-	5	-	3	-	4	3	3	-	3	3	6
NO. EMPLOYEES	14	-	-	6	4	10	6	-	-	5	-	33	-	4	3	7	-	34	24	6

TULSA, OK

C. R. LAWSON
GETTY REFINING & MARKETING CO.

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.1	33.5	30.8	23.9	26.5	38.6	31.4	28.2	25.1	28.8	-	34.5	42.2	29.8	30.3	25.4	39.6	30.0	35.5	34.0
FIRST QUARTILE	34.5	25.5	24.5	15.5	22.5	27.5	23.5	19.5	19.5	20.5	-	29.5	33.5	24.5	21.5	17.5	28.5	26.5	31.5	31.5
MEDIAN	38.0	35.5	28.5	23.5	26.5	40.0	33.5	29.5	21.5	28.5	-	31.5	40.0	27.5	32.5	27.5	38.0	30.5	33.5	35.5
THIRD QUARTILE	47.5	38.0	35.5	29.5	27.5	47.5	34.5	30.5	28.5	34.5	-	38.0	47.5	33.5	32.5	29.5	47.5	33.5	38.0	38.0
NO. COMPANIES	23	9	9	16	14	22	9	12	8	8	-	10	8	16	7	16	8	13	12	19
NO. EMPLOYEES	26	13	9	17	14	23	12	15	8	8	-	42	17	16	7	19	15	129	42	22

WASHINGTON, DC

MS. C. D. McGOWAN, C.A.M.
FOX & COMPANY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.2	-	-	22.9	31.0	34.7	-	25.8	-	-	-	39.8	-	26.2	-	18.9	-	-	-	27.6
FIRST QUARTILE	26.5	-	-	15.5	17.5	25.5	-	18.5	-	-	-	22.5	-	18.5	-	16.5	-	-	-	19.5
MEDIAN	32.5	-	-	24.5	27.5	33.5	-	21.5	-	-	-	25.5	-	27.5	-	18.5	-	-	-	23.5
THIRD QUARTILE	38.0	-	-	27.5	38.0	36.5	-	27.5	-	-	-	60.0	-	29.5	-	21.5	-	-	-	28.5
NO. COMPANIES	12	-	-	5	5	5	-	3	-	-	-	3	-	5	-	4	-	-	-	7
NO. EMPLOYEES	13	-	-	5	8	5	-	4	-	-	-	11	-	9	-	6	-	-	-	8

WINSTON-SALEM, NC

L. DYKE
GRAVELY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.9	-	-	25.9	22.7	34.3	-	28.5	-	-	-	24.4	38.7	-	-	22.0	-	24.4	25.4	30.4
FIRST QUARTILE	26.5	-	-	18.5	18.5	23.5	-	15.0	-	-	-	20.5	28.5	-	-	15.0	-	22.5	23.5	23.5
MEDIAN	31.5	-	-	21.5	24.5	25.5	-	23.5	-	-	-	20.5	33.5	-	-	20.5	-	23.5	25.5	26.5
THIRD QUARTILE	33.5	-	-	33.5	24.5	38.0	-	35.5	-	-	-	27.5	52.5	-	-	26.5	-	26.5	25.5	38.0
NO. COMPANIES	8	-	-	6	5	7	-	4	-	-	-	5	7	-	-	6	-	6	2	8
NO. EMPLOYEES	12	-	-	6	5	8	-	4	-	-	-	38	18	-	-	6	-	58	15	8

BAKERSFIELD, CA

WESTERN UNITED STATES

MS. M. McKNIGHT
BA VALLEY INDUSTRIAL SUPPLY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.8	-	33.7	-	24.3	33.8	28.0	-	-	-	-	39.6	41.5	32.8	-	-	38.4	32.8	36.8	32.8
FIRST QUARTILE	25.5	-	25.5	-	18.5	22.5	27.5	-	-	-	-	31.5	31.5	17.5	-	-	33.5	32.5	24.5	27.5
MEDIAN	30.5	-	35.5	-	19.5	28.5	27.5	-	-	-	-	34.5	43.0	38.0	-	-	35.5	34.5	40.0	31.5
THIRD QUARTILE	36.5	-	35.5	-	27.5	36.5	29.5	-	-	-	-	47.5	47.5	38.0	-	-	40.0	34.5	43.0	33.0
NO. COMPANIES	14	-	3	-	6	7	3	-	-	-	-	7	10	3	-	-	6	6	3	8
NO. EMPLOYEES	17	-	3	-	5	7	6	-	-	-	-	27	17	3	-	-	8	109	25	8

BOISE, ID

MS. V. SIPP
J. R. SIMPLOT CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.0	37.2	-	-	19.5	-	21.8	-	22.8	28.4	-	29.4	26.8	36.9	21.5	-	-	29.2	25.9	-
FIRST QUARTILE	22.5	30.5	-	-	17.5	-	15.0	-	16.5	19.5	-	25.5	24.5	22.5	15.5	-	-	22.5	23.5	-
MEDIAN	23.5	38.0	-	-	18.5	-	15.5	-	22.5	23.5	-	28.5	24.5	32.5	16.5	-	-	27.5	23.5	-
THIRD QUARTILE	27.5	38.0	-	-	21.5	-	23.5	-	23.5	35.5	-	32.5	30.5	40.0	26.5	-	-	34.5	29.5	-
NO. COMPANIES	12	3	-	-	5	-	6	-	4	5	-	4	6	4	4	-	-	4	2	-
NO. EMPLOYEES	50	3	-	-	5	-	6	-	4	5	-	40	6	4	4	-	-	16	5	-

COLORADO SPRINGS, CO

MS. C. SHAFFER
THE MARSHALL GROUP

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	38.0	-	-	25.4	25.7	37.6	32.8	28.8	-	36.0	-	-	34.0	-	-	25.1	38.5	21.7	22.5	31.2
FIRST QUARTILE	34.5	-	-	20.5	17.5	26.5	27.5	24.5	-	30.5	-	-	28.5	-	-	15.0	28.5	17.5	16.5	22.5
MEDIAN	36.5	-	-	25.5	25.5	36.5	34.5	28.5	-	34.5	-	-	35.5	-	-	24.5	40.0	22.5	19.5	29.5
THIRD QUARTILE	43.0	-	-	25.5	29.5	43.0	34.5	32.5	-	34.5	-	-	35.5	-	-	24.5	43.0	23.5	23.5	33.0
NO. COMPANIES	8	-	-	7	5	11	3	5	-	3	-	-	3	-	-	4	4	3	3	8
NO. EMPLOYEES	13	-	-	7	5	11	3	6	-	3	-	-	3	-	-	4	5	23	9	8

EL PASO, TX

R. D. SPEAR
STATE NATIONAL BANK

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.0	-	29.6	24.4	26.3	36.3	24.1	26.8	-	30.7	-	31.6	55.8	32.0	26.9	26.3	45.0	28.7	29.0	30.7
FIRST QUARTILE	24.5	-	27.5	17.5	18.5	26.5	16.5	18.5	-	24.5	-	21.5	52.5	17.5	15.0	22.5	40.0	19.5	27.5	24.5
MEDIAN	31.5	-	28.5	21.5	22.5	31.0	19.5	26.5	-	24.5	-	24.5	57.5	24.5	23.5	28.5	47.5	34.5	31.5	30.5
THIRD QUARTILE	43.0	-	29.5	28.5	36.5	40.0	27.5	32.5	-	24.5	-	34.5	57.5	38.0	32.5	31.5	52.5	34.5	33.5	35.5
NO. COMPANIES	10	-	7	8	5	8	6	7	-	3	-	6	3	5	4	8	9	11	6	10
NO. EMPLOYEES	10	-	7	8	5	8	6	7	-	3	-	13	3	5	4	10	11	165	34	10

EUGENE, OR

MS. R. EDWARDS
EUGENE WATER & ELECTRIC BOARD

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	-	-	23.3	-	38.6	28.3	20.5	-	-	-	38.3	30.0	25.2	-	28.6	30.9	28.3	30.4	31.7
FIRST QUARTILE	21.5	-	-	15.5	-	33.5	21.5	15.0	-	-	-	16.5	23.5	15.0	-	22.5	22.5	24.5	29.5	24.5
MEDIAN	23.5	-	-	17.5	-	33.5	27.5	18.5	-	-	-	36.5	27.5	24.5	-	23.5	32.5	30.5	29.5	26.5
THIRD QUARTILE	30.5	-	-	25.5	-	40.0	30.5	22.5	-	-	-	43.0	33.5	32.5	-	30.5	36.5	30.5	32.5	34.5
NO. COMPANIES	14	-	-	4	-	4	4	8	-	-	-	5	11	5	-	5	7	3	4	5
NO. EMPLOYEES	16	-	-	4	-	4	4	8	-	-	-	5	20	5	-	6	7	13	10	5

LOS ANGELES, CA

C. C. DAVIS
AUTO CLUB OF SOUTHERN CALIFORNIA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	26.8	-	-	-	37.1	-	33.3	20.9	-	-	45.8	49.2	33.9	-	-	45.1	26.2	35.1	37.7
FIRST QUARTILE	27.5	15.0	-	-	-	30.5	-	23.5	19.5	-	-	32.5	47.5	24.5	-	-	38.0	24.5	27.5	26.5
MEDIAN	36.5	27.5	-	-	-	36.5	-	30.5	21.5	-	-	47.5	47.5	33.5	-	-	47.5	25.5	36.5	38.0
THIRD QUARTILE	36.5	27.5	-	-	-	43.0	-	33.0	21.5	-	-	47.5	47.5	40.0	-	-	47.5	28.5	40.0	38.0
NO. COMPANIES	5	3	-	-	-	6	-	4	5	-	-	3	2	6	-	-	2	2	2	5
NO. EMPLOYEES	7	3	-	-	-	6	-	4	5	-	-	3	3	8	-	-	4	12	5	5

OAKLAND-EAST BAY, CA

S. C. FORSSTROM
REYNOLDS METALS CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	47.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	34.7	22.9	50.5
FIRST QUARTILE	31.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36.5	17.5	29.5
MEDIAN	52.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36.5	17.5	52.5
THIRD QUARTILE	52.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36.5	24.5	60.0
NO. COMPANIES	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	3	2
NO. EMPLOYEES	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18	7	4

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL MANAGER	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	COMPENSATION MANAGER	LEGAL ASSISTANT SERVICES MANAGER	BRANCH MANAGER	SALES MANAGER	MANAGER ADMIN. SERVICES	MARKETING INFO. SYSTEMS MANAGER	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

PHOENIX, AZ

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — P. O'NEAL KURTA CORP.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	35.7	40.5	36.9	25.9	30.3	41.8	34.1	28.0	28.1	37.8	-	-	37.0	27.2	-	29.6	41.3	24.8	25.8	31.6
FIRST QUARTILE	26.5	38.0	25.5	16.5	24.5	31.5	25.5	22.5	22.5	31.5	-	-	26.5	20.5	-	22.5	33.5	19.5	22.5	19.5
MEDIAN	34.5	38.0	30.5	28.5	28.5	43.0	31.5	24.5	26.5	36.5	-	-	35.5	23.5	-	25.5	38.0	25.5	23.5	32.5
THIRD QUARTILE	43.0	43.0	43.0	30.5	35.5	52.5	40.0	30.5	28.5	47.5	-	-	47.5	34.5	-	33.5	43.0	30.5	24.5	36.5
NO. COMPANIES	19	8	7	13	9	13	11	11	8	10	-	-	10	14	-	14	9	5	4	17
NO. EMPLOYEES	22	12	7	13	9	18	11	13	8	10	-	-	17	19	-	19	6	16	7	17

PORTLAND, OR

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. C. L. LEVESQUE HANNAFORD BROTHERS

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.7	40.7	37.3	28.9	32.1	36.5	26.7	31.3	22.1	-	-	21.1	46.9	32.6	35.7	35.1	44.9	32.4	36.9	35.3
FIRST QUARTILE	30.5	31.5	25.5	28.5	24.5	25.5	22.5	21.5	18.5	-	-	15.5	40.0	27.5	28.5	29.5	38.0	28.5	32.5	30.5
MEDIAN	35.5	40.0	34.5	30.5	26.5	38.0	26.5	31.5	21.5	-	-	19.5	47.5	30.5	34.5	35.5	47.5	34.5	40.0	38.0
THIRD QUARTILE	38.0	47.5	43.0	30.5	36.5	43.0	29.5	32.5	23.5	-	-	23.5	57.5	34.5	43.0	38.0	47.5	36.5	40.0	38.0
NO. COMPANIES	27	6	7	9	13	23	11	9	5	-	-	6	16	20	7	10	14	13	10	24
NO. EMPLOYEES	38	7	7	18	13	33	11	9	5	-	-	101	41	20	7	14	20	173	115	41

SALEM AREA, OR

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. S. DAGG-STOVER STATE FARM INSURANCE

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	31.3	31.2	25.7	23.4	33.6	40.0	24.9	18.9	36.6	-	29.0	41.0	30.7	31.8	23.9	43.1	31.4	31.5	31.4
FIRST QUARTILE	27.5	27.5	29.5	25.5	15.5	21.5	27.5	15.0	18.5	34.5	-	29.5	31.5	27.5	32.5	29.5	35.5	26.5	26.5	30.5
MEDIAN	32.5	31.5	32.5	27.5	21.5	26.5	40.0	20.5	19.5	35.5	-	29.5	35.5	32.5	32.5	29.5	43.0	30.5	29.5	32.5
THIRD QUARTILE	32.5	31.5	32.5	27.5	23.5	40.0	40.0	31.5	19.5	38.0	-	29.5	52.5	32.5	32.5	29.5	47.5	38.0	33.5	32.5
NO. COMPANIES	16	5	3	8	5	12	3	5	3	3	-	5	9	6	5	9	6	7	5	13
NO. EMPLOYEES	59	20	45	55	5	12	3	5	243	16	-	195	12	27	169	200	9	35	21	196

SALT LAKE CITY, UT

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. C. WESTERN AMS SALT LAKE CITY CHAPTER

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	36.6	28.4	29.2	-	37.4	29.5	28.1	20.0	24.2	-	-	-	-	-	19.8	-	29.2	-	27.2
FIRST QUARTILE	25.5	27.5	20.5	27.5	-	29.5	27.5	15.0	15.0	16.5	-	-	-	-	-	16.5	-	28.5	-	20.5
MEDIAN	29.5	38.0	32.5	29.5	-	35.5	27.5	23.5	15.0	27.5	-	-	-	-	-	16.5	-	29.5	-	20.5
THIRD QUARTILE	31.5	40.0	34.5	31.5	-	43.0	32.5	26.5	22.5	27.5	-	-	-	-	-	24.5	-	30.5	-	35.5
NO. COMPANIES	10	5	3	5	-	7	6	3	6	3	-	-	-	-	-	5	-	2	-	5
NO. EMPLOYEES	36	11	27	26	-	8	17	4	8	3	-	-	-	-	-	21	-	91	-	6

SAN FRANCISCO, CA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — MS. N. WILLIAMS WILLIAMS CONSULTING SERVICE

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	36.6	36.4	42.3	27.9	-	40.4	-	-	-	-	-	36.2	46.0	31.1	-	-	-	-	-	36.3
FIRST QUARTILE	30.5	31.5	40.0	21.5	-	34.5	-	-	-	-	-	31.5	32.5	23.5	-	-	-	-	-	25.5
MEDIAN	36.5	35.5	40.0	27.5	-	38.0	-	-	-	-	-	34.5	43.0	27.5	-	-	-	-	-	27.5
THIRD QUARTILE	43.0	43.0	43.0	30.5	-	43.0	-	-	-	-	-	40.0	60.0	40.0	-	-	-	-	-	43.0
NO. COMPANIES	11	5	2	5	-	12	-	-	-	-	-	8	4	13	-	-	-	-	-	5
NO. EMPLOYEES	12	14	6	5	-	12	-	-	-	-	-	32	7	14	-	-	-	-	-	5

SAN JOSE, CA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — W. STONECYPHER AMS SAN JOSE CHAPTER

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.2	-	32.5	28.7	30.4	45.2	38.9	31.4	-	45.2	-	28.2	39.4	25.8	-	31.5	49.5	26.5	34.5	31.4
FIRST QUARTILE	34.5	-	21.5	20.5	19.5	31.5	29.5	19.5	-	35.5	-	25.5	35.5	20.5	-	26.5	31.5	23.5	30.5	21.5
MEDIAN	36.5	-	27.5	24.5	28.5	36.0	33.5	31.5	-	43.0	-	27.5	40.0	24.5	-	29.5	52.5	26.5	32.5	30.5
THIRD QUARTILE	38.0	-	43.0	31.5	35.5	57.5	52.5	35.5	-	47.5	-	30.5	43.0	27.5	-	34.5	60.0	28.5	38.0	36.5
NO. COMPANIES	8	-	5	10	4	9	6	5	-	5	-	5	7	11	-	9	9	8	9	10
NO. EMPLOYEES	19	-	5	11	4	10	6	5	-	5	-	40	25	21	-	12	17	112	58	23

SEATTLE, WA

R. L. SHEPARD
TRAVELERS INSURANCE CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.2	39.2	30.4	24.9	26.7	37.7	27.8	30.7	23.0	35.4	-	35.4	38.5	30.0	-	27.5	41.8	29.3	32.1	29.9
FIRST QUARTILE	24.5	31.5	22.5	20.5	21.5	29.5	20.5	28.5	18.5	24.5	-	33.5	32.5	24.5	-	26.5	34.5	25.5	22.5	24.5
MEDIAN	30.5	43.0	28.5	25.5	26.5	35.5	27.5	32.5	21.5	32.5	-	36.5	38.0	28.5	-	26.5	40.0	27.5	32.5	30.5
THIRD QUARTILE	34.5	43.0	30.5	26.5	32.5	42.0	35.5	33.5	26.5	38.0	-	40.0	43.0	33.5	-	27.5	47.5	32.5	33.5	34.5
NO COMPANIES	28	3	4	10	16	19	5	9	7	6	-	12	19	12	-	10	8	9	4	21
NO EMPLOYEES	25	3	4	10	19	19	6	16	8	7	-	76	36	12	-	11	23	34	4	22

SPOKANE, WA

K. TURNER
ENVIRONMENTAL CONCERN, INC.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	34.6	-	19.0	-	31.9	21.1	-	21.0	-	-	30.6	-	27.5	26.4	24.3	-	23.1	27.3	27.7
FIRST QUARTILE	18.5	25.5	-	15.0	-	23.5	19.5	-	16.5	-	-	27.5	-	19.5	20.5	15.0	-	21.5	25.5	23.5
MEDIAN	28.5	34.5	-	20.5	-	27.5	20.5	-	18.5	-	-	30.5	-	23.5	24.5	27.5	-	23.5	26.5	26.5
THIRD QUARTILE	38.0	35.5	-	20.5	-	40.0	22.5	-	22.5	-	-	34.5	-	29.5	33.5	27.5	-	24.5	27.5	32.5
NO COMPANIES	9	4	-	3	-	8	5	-	5	-	-	8	-	6	5	3	-	2	2	8
NO EMPLOYEES	12	4	-	3	-	8	5	-	6	-	-	62	-	6	6	3	-	10	4	10

STOCKTON, CA

D. M. TURNER
CENTRAL VALLEY HARDWARE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.4	-	30.3	21.4	25.4	34.5	38.6	-	-	-	-	34.0	37.9	30.7	40.5	29.8	39.2	27.8	27.3	27.9
FIRST QUARTILE	20.5	-	26.5	15.0	18.5	24.5	22.5	-	-	-	-	25.5	29.5	24.5	35.5	19.5	22.5	25.5	24.5	22.5
MEDIAN	27.5	-	28.5	18.5	28.5	35.5	38.0	-	-	-	-	38.0	35.5	27.5	43.0	29.5	47.5	26.5	27.5	24.5
THIRD QUARTILE	32.5	-	31.5	22.5	28.5	38.0	47.5	-	-	-	-	40.0	47.5	34.5	43.0	31.5	47.5	29.5	29.5	34.5
NO COMPANIES	12	-	4	7	7	4	2	-	-	-	-	6	10	9	3	7	3	8	8	6
NO EMPLOYEES	15	-	4	8	7	4	5	-	-	-	-	11	19	10	3	7	3	53	14	6

TACOMA, WA

MS. D. MORAN
ROMAN MEAL CO.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	-	-	-	22.3	-	22.3	30.2	-	-	-	-	37.5	-	-	22.9	-	-	-	28.1
FIRST QUARTILE	23.5	-	-	-	18.5	-	17.5	27.5	-	-	-	-	30.5	-	-	16.5	-	-	-	25.5
MEDIAN	29.5	-	-	-	21.5	-	18.5	30.5	-	-	-	-	35.5	-	-	22.5	-	-	-	27.5
THIRD QUARTILE	33.5	-	-	-	22.5	-	25.5	30.5	-	-	-	-	43.0	-	-	26.5	-	-	-	28.5
NO COMPANIES	5	-	-	-	4	-	3	2	-	-	-	-	5	-	-	5	-	-	-	5
NO EMPLOYEES	7	-	-	-	4	-	4	3	-	-	-	-	13	-	-	5	-	-	-	7

Salary Conversion Chart

	ANNUAL	MONTHLY	SEMI-MONTHLY	BI-WEEKLY	WEEKLY
1.	UNDER-15,000	UNDER-1,250	UNDER-625	UNDER-577	UNDER-288
2.	15,001 - 16,000	1,250 - 1,333	625 - 667	576 - 615	288 - 307
3.	16,001 - 17,000	1,333 - 1,417	667 - 708	615 - 654	307 - 327
4.	17,001 - 18,000	1,417 - 1,500	708 - 750	654 - 692	327 - 346
5.	18,001 - 19,000	1,500 - 1,583	750 - 792	692 - 731	346 - 365
6.	19,001 - 20,000	1,583 - 1,667	792 - 833	731 - 769	365 - 385
7.	20,001 - 21,000	1,667 - 1,750	833 - 875	769 - 808	385 - 404
8.	21,001 - 22,000	1,750 - 1,833	875 - 916	808 - 846	404 - 423
9.	22,001 - 23,000	1,833 - 1,917	916 - 958	846 - 885	423 - 442
10.	23,001 - 24,000	1,917 - 2,000	958 - 1,000	885 - 923	442 - 462
11.	24,001 - 25,000	2,000 - 2,083	1,000 - 1,042	923 - 962	462 - 481
12.	25,001 - 26,000	2,083 - 2,167	1,042 - 1,083	962 - 1,000	481 - 500
13.	26,001 - 27,000	2,167 - 2,250	1,083 - 1,125	1,000 - 1,038	500 - 519
14.	27,001 - 28,000	2,250 - 2,333	1,125 - 1,167	1,038 - 1,077	519 - 538
15.	28,001 - 29,000	2,333 - 2,417	1,167 - 1,208	1,077 - 1,115	538 - 558
16.	29,001 - 30,000	2,417 - 2,500	1,208 - 1,250	1,115 - 1,154	558 - 577
17.	30,001 - 31,000	2,500 - 2,583	1,250 - 1,292	1,154 - 1,192	577 - 596
18.	31,001 - 32,000	2,583 - 2,667	1,292 - 1,333	1,192 - 1,231	596 - 615
19.	32,001 - 33,000	2,667 - 2,750	1,333 - 1,375	1,231 - 1,269	615 - 635
20.	33,001 - 34,000	2,750 - 2,833	1,375 - 1,417	1,269 - 1,308	635 - 654
21.	34,001 - 35,000	2,833 - 2,917	1,417 - 1,458	1,308 - 1,346	654 - 673
22.	35,001 - 36,000	2,917 - 3,000	1,458 - 1,500	1,346 - 1,385	673 - 692
23.	36,001 - 37,000	3,000 - 3,083	1,500 - 1,542	1,385 - 1,423	692 - 712
24.	37,001 - 39,000	3,083 - 3,250	1,542 - 1,625	1,423 - 1,500	712 - 750
25.	39,001 - 41,000	3,250 - 3,417	1,625 - 1,708	1,500 - 1,577	750 - 788
26.	41,001 - 45,000	3,417 - 3,750	1,708 - 1,875	1,577 - 1,731	788 - 865
27.	45,001 - 50,000	3,750 - 4,167	1,875 - 2,083	1,731 - 1,923	865 - 961
28.	50,001 - 55,000	4,167 - 4,583	2,083 - 2,292	1,923 - 2,115	961 - 1,058
29.	55,001 - 60,000	4,583 - 5,000	2,292 - 2,500	2,115 - 2,308	1,058 - 1,154
30.	OVER 60,000	OVER 5,000	OVER 2,500	OVER 2,308	OVER 1,154

ANNOUNCING REVISED MANUAL

A Wage and Salary Program Without a Consultant?

YES! The newly revised **"How to Install and Administer a Wage and Salary Program"** from AMS is the small- and medium-sized firm's answer to establishing an equitable wage and salary program **without a consultant.** This step-by-step manual leads you through the necessary procedures commonly used by many companies to establish a pay structure and fair rates for jobs.

With the manual, a firm's own human resources manager or department can implement a sound wage and salary program that will **comply with current government compensation regulations.**

The manual has been **completely revised** by Robert A. Paynter, manager of compensation planning, The Coca-Cola Company, Atlanta, to reflect new concerns in wage and salary programs. The manual updates and expands many of the original chapters. In addition, a new chapter offers principles of performance appraisal and merit increase programs, and there is a discussion of the comparable worth issue.

The manual highlights:

- benefits of installing a wage and salary program
- step-by-step procedures
- job description, evaluation, rating
- how to take meaningful salary surveys
- how to administer and update the program
- examples of forms and questionnaires
- selected glossary and bibliography.

The original manual was written by Dr. Byron L. Svetlik, a management consultant with years of experience in the installation and administration of wage and salary programs for industry, education and government.

YES, I would like to order ***"How to Install and Administer a Wage and Salary Program."*** My check, money order, or charge is enclosed.

☐ I am an AMS member (price — $45*) ☐ I am not an AMS member (price — $55*)

*Payable in U.S. funds or equivalent only

Name _____ Title _____

Company _____

Address _____

City _____

State/Prov. _____ Zip/Postal No. _____

☐ VISA ☐ Master Card Card Number _____

Expiration Date _____ Signature _____

CHECKS PAYABLE TO: Administrative Management Society

SEND TO: "Salary Administration Manual," AMS International Headquarters
Willow Grove, PA 19090

☐ Please send information on membership in AMS.

A small investment for a large return in salary satisfaction